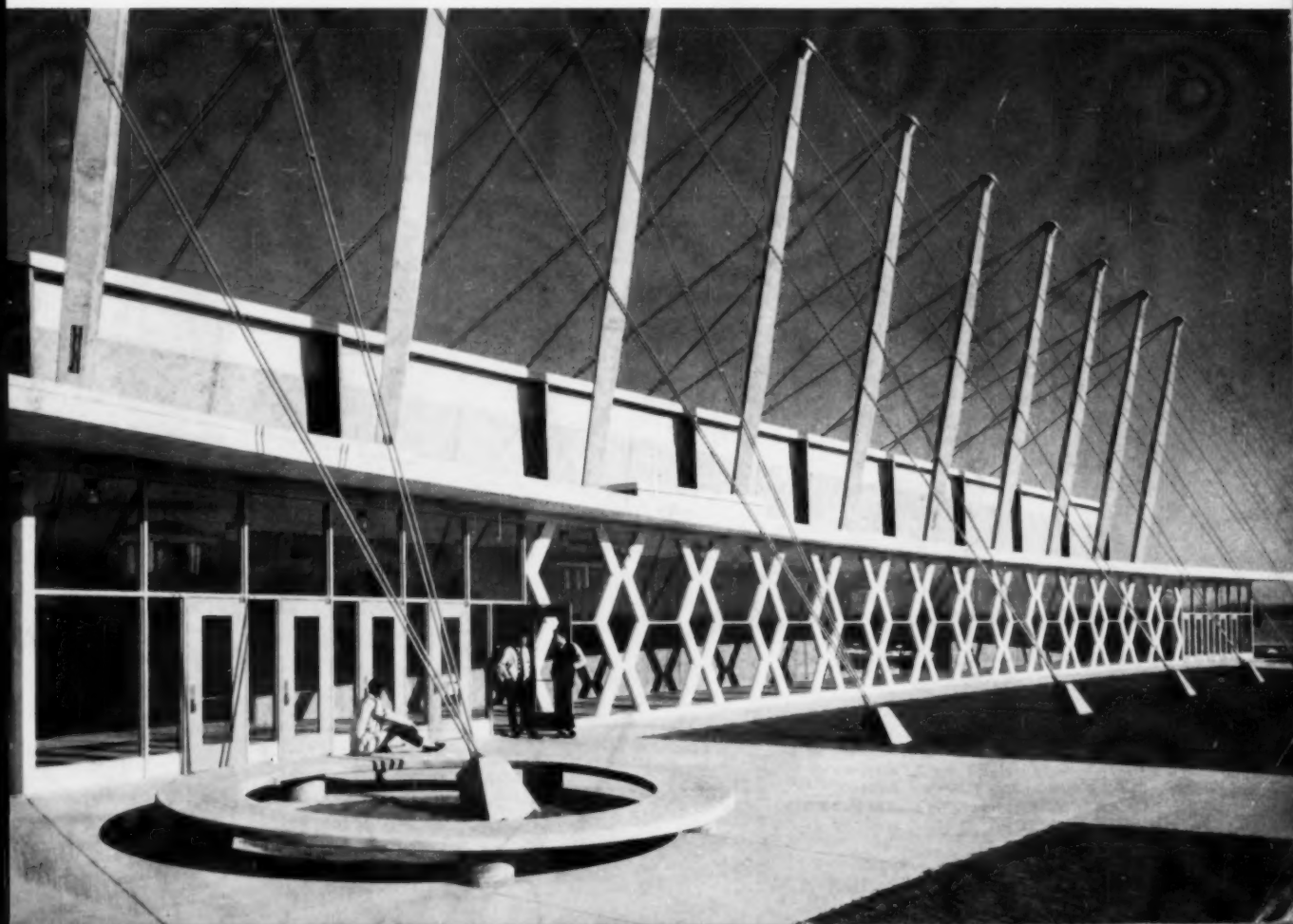


college AND UNIVERSITY **business**

OCTOBER 1961

<i>Planning Off-Campus Conferences</i>	39
<i>Purchasing Policies and Practices</i>	54
<i>Recruiting Residence Hall Staff</i>	71

PHYSICAL EDUCATION BUILDING, CENTRAL WASHINGTON COLLEGE OF EDUCATION, ELLENSBURG





the original solid plastic top and panel.

Fiberesin is durable, and especially adaptable to school and institutional use.

School desk tops, educational, and dormitory furniture built with **Fiberesin** can literally be installed and forgotten, as the **Fiberesin** surface and edge completely withstands use and abuse. It has particular resistance to abrasive wear and will never warp or twist out of shape. Tops cannot be "ringed" by wet bottles or glasses — even piping hot, spilled coffee. Burning cigarettes, fruit acids, alcohol, grease, cosmetics, fingernail polish and remover . . . in fact, **Fiberesin** completely resists all ordinary enemies of furniture, including students and their gouging, nicking, trenching, and ball-point doodling.

Furniture and school desks built with **Fiberesin** are beautiful, too. The flat, ripple-free surfaces and satiny, warm-to-the-touch finish reflect truly fine furniture construction. **Fiberesin** also provides ideal, approved light reflectance . . . important on school desks, desirable on other furniture. Whether the furniture is a simple tablet arm chair, a traditional desk, or a modern, contemporary dormitory chest, the selection of **Fiberesin** assures beauty, as well as function.

And, **Fiberesin** is so easy to care for! Once over lightly with a damp cloth and the top or panel looks like new. Badly soiled surfaces are more easily cleaned with any of the cleaner-waxes available. Because of the proven durability of **Fiberesin**, it never needs refinishing . . . a most important feature to anyone concerned with operating costs! More and more schools throughout the country are specifying **Fiberesin** for its durability and functionalism . . . college and university, contract, institutional and government buyers are demanding it for these features, as well as its beauty . . . if desks or other furniture are a part of your plans, we suggest you SPECIFY FIBERESIN — THE GUARANTEED MATERIAL . . . first choice of educational purchasing executives.

FIBERESIN meets all specifications and requirements of Federal Specification L-T-0041c (GSA-FSS) Type 111.

a the exclusive fiberesin edge

Fiberesin, being a **solid** board throughout, presents a **solid** edge profile. The **Fiberesin** edge requires no expensive, fragile banding, lamination, or concealment. It is shaped to any desired contour and simply finished. Only **Fiberesin** offers this solid use-and-abuse resistant edge that will withstand severe mishandling without damage! The elimination of edge banding also eliminates a sanitary hazard . . . there are no crevices to trap and hold food, milk, dirt, and germs.

b the perfect fiberesin surface

Fiberesin is molded under controlled heat and high pressure against pre-finished press plates . . . there is no possibility of surface irregularities, glue lines, "telegraphing" grain patterns, or high spots. No ripples or shadows mar the appearance of **Fiberesin**. The molded-in surface finish has the soft, satiny effect of fine furniture.

c identical surfaces

Physically identical top and bottom surfaces insure a warp-free board and form an impenetrable barrier against moisture absorption.

d "one piece" from face to face

Because of the complete interflow of resins under the controlled heat and pressure, the materials fuse together to complete a chemical and physical reaction. The resulting panel is a single, solid piece from face to face, edge to edge. The panels are structurally balanced, dimensionally stable, twist and warp-free . . . there is no possibility of delamination or glue line separation.



OCONOMOWOC, WISCONSIN



METROPOLITAN FAIR and EXPOSITION AUTHORITY, owner • ALFRED SHAW, chief architect
JOHN W. ROOT, EDWARD D. STONE, consulting architects • SHAW METZ and DOLIO, architects and engineers
GUST K. NEWBERG CONSTRUCTION COMPANY, general contractor • GREAT LAKES PLUMBING & HEATING
COMPANY, plumbing contractor • AMSTAN SUPPLY DIVISION, plumbing wholesaler



McCORMICK
PLACE
Chicago's new
spectacular
lake front
Exposition Center

Performance records of millions of Sloan Flush Valves
indicate that when McCormick Place is 50 years old
its Sloan Flush Valves
will still provide dependable service.

Moreover, Sloan Flush Valve maintenance costs are likely
to be among the lowest in the building maintenance budget...
(as little as 1½¢ per valve per year!)

Why gamble with substitutes when you can plan for
the life of the building confidently with Sloan? Specify and
insist on performance-proven, time-tested Sloan Flush Valves.

SLOAN VALVE COMPANY • 4300 WEST LAKE STREET • CHICAGO 24, ILLINOIS



Whitefish Bay High chooses the Conn Organ

Plays an important role in a growing number of activities!

Whitefish Bay High School in the suburbs of Milwaukee has installed a Conn Classic on the stage of its impressive new auditorium. The wide range of expression of a Conn makes it the ideal instrument to fill the musical needs for countless school and community functions, from dances and assemblies, to PTA meetings and concerts. The Conn is an instrument of top professional quality. It is easy enough for the amateur to play, yet so versatile it will inspire the best from the most demanding of visiting artists. Conn offers a complete line in a wide choice of styles and finishes to fit any size auditorium and budget. Your nearest Conn dealer will be happy to demonstrate the noticeable difference in a Conn Organ.



CONN ORGAN

MADE BY C. G. CONN, LTD., WORLD'S LARGEST MANUFACTURER OF BAND INSTRUMENTS...SINCE 1875



college AND UNIVERSITY business

EDITORIAL DIRECTOR
ROBERT M. CUNNINGHAM Jr.

EDITOR
HAROLD W. HERMAN

ASSISTANT EDITORS
BEULAH H. TORSET
RICHARD SIMS WRIGHT Jr.

ADVERTISING DIRECTOR
J. W. CANNON Jr.

DIRECTOR MARKET RESEARCH
RUSSELL T. SANFORD

PRODUCTION MANAGER
NORINE SWANSON

PUBLISHING AND
EDITORIAL OFFICES
1050 MERCHANDISE MART
CHICAGO 54, ILL.
Telephone: 467-6700

EASTERN OFFICE
119 West 40th St.
NEW YORK 18, N.Y.
OXford 5-3000

CLEVELAND OFFICE
(Adv. Sales only)
321 HANNA BLDG.
CLEVELAND 15, OHIO
SUperior 1-1466

WESTERN STATES
REPRESENTATIVE
(Adv. Sales only)
WETTSTEIN, NOWELL &
JOHNSON, Inc.
LOS ANGELES, SAN FRANCISCO

OCTOBER 1961

Hidden Facts and Misconceptions — Partner of the Fire Peril 38 DANIEL P. WEBSTER	
Over the River, Into the Woods to Residential Conferences 39 PATRICIA LOTITO	
How We Decentralized Our Centralized Accounting 44 NORMAN GROSS	
How To Control Your Parking Situation 49 F. THOMAS SHEEDER	
City Codes X College Construction = Court Control 52 T. E. BLACKWELL	
55 Ways To Purchase for Profit 54 JAMES H. EDMONDSON Jr.	
When the Lights Go Out 59 RAYMOND J. McCAFFREY	
How To Frame a Physical Education Building 62 KENNETH COURSON	
The Art of Budget Preparation 64 MELVENE D. HARDEE	
How To Buy Groceries for 6000 Students 68 OTTO E. UNGER	
Big Drawing Card: Organizational Plaques 70 ROBERT H. STEUCK	
How To Recruit Residence Hall Staff 71 JOHN M. YARBOROUGH and MRS. ROBERT A. COOPER	
What Is Meant by Public Relations? 75 W. R. BROSSMAN	
Questions and Answers 4	Directory of Associations 99
Looking Forward 37	Classified Advertising 100
News of the Month 82	What's New 102
Names in the News 96	Index to Advertisers 119

Published monthly by The Modern Hospital Publishing Co., Inc. (subsidiary of F. W. Dodge Corporation), 1050 Merchandise Mart, Chicago 54, Ill., U.S.A. Irving W. Hadsell, president; Robert F. Marshall, executive vice president; Robert M. Cunningham Jr., vice president and editorial director; H. Judd Payne, vice president; J. W. Cannon Jr., assistant vice president; Robert M. Thompson, secretary; Howard M. Thompson,

treasurer. Title ® registered at U.S. Patent Office. All rights reserved, including the right to reproduce the contents of this magazine, either in whole or in part. © 1961 by The Modern Hospital Publishing Co., Inc. Single copies, \$1. Printed at Mendota, Illinois. Accepted as controlled circulation publication at Chicago, Ill., and Mendota, Ill. Published on the first of the month. Change of address notices and correspondence

should be sent to: College and University Business, Circulation Department, 1050 Merchandise Mart, Chicago 54, Illinois. Allow 30 days preceding publication date for change of address.

POSTMASTER: Please send Form 3579 to College and University Business, Circulation Department, 1050 Merchandise Mart, Chicago 54, Illinois.



EDITORIAL ADVISORY BOARD

GENERAL ADMINISTRATION

RAYMOND KETTLER *Univ. of California*
KENNETH DICK *University of Idaho*
CLARENCE SCHEPS *Tulane University*

FINANCE AND ACCOUNTING

ROBERT GILMORE .. *Calif. Inst. Technology*
WILBUR PIERPONT *University of Mich.*
ERNEST CONRAD *Univ. of Washington*

PERSONNEL AND OFFICE MANAGEMENT

ARLYN MARKS *Univ. of Illinois*
HAROLD LOGAN *Tuskegee Institute*
ELIZABETH CARBON *Cooper Union*

PURCHASING AND STORES

BRUCE PARTRIDGE *Univ. of Delaware*
JAMES J. RITTERSKAMP JR. . *Ill. Inst. Tech.*
BR. JAMES M. KENNY *Fordham Univ.*

DESIGN AND CONSTRUCTION

PHILIP KEENE .. *Washington State Univ.*
ERNEST STOUFFER *Univ. of Illinois*
WINSTON CLOSE *Univ. of Minnesota*

PLANT OPERATION

A. D. LAZZARO .. *Univ. of Southern Calif.*
M. F. FIFIELD *Univ. of New Mexico*
CARL PETERSON *Mass. Inst. of Tech.*

FEEDING AND HOUSING

ELSIE DEPONTE MILLER .. *DePauw Univ.*
MARJORIE TIERNAN *Univ. of Wash.*
MIRIAM NUGENT *Haverford College*

AUXILIARY ENTERPRISES AND RELATED ACTIVITIES

GLEN TURNER *Colorado State College*
ELMER JAGOW *Knox College*
H. S. THOMSON *Univ. of Calif., Santa Barbara*

STUDENT ENTERPRISES AND SERVICES

FLOYD BREWER *Univ. of Cincinnati*
CHESTER BERRY *Stanford University*
PAUL HANNUM *U.C.L.A.*

LEGAL PROBLEMS

T. E. BLACKWELL *Washington Univ.*

EDITORIAL CONSULTANTS

WENDELL MORGAN *Howard Univ.*
RICHARD STRATHMEYER *Carnegie Inst. of Tech.*
KURT HERTZFELD *Boston University*
EUGENE COHEN *University of Miami*
OTTO KOHLER *Mt. Holyoke College*
D. FRANCIS FINN *Purdue University*
CHARLES H. WHEELER III *University of Richmond*
JOHN SCHLEGEL *Lafayette College*
W. O. NICHOLLS *American University*
I. T. CRESWELL *Fisk University*

QUESTIONS AND ANSWERS

Delinquent Accounts

Question: We are confronted with a problem of collecting delinquent accounts from our students. What has been the experience of other institutions in the use of collection agencies to collect a delinquent account from a student who has dropped out of school? Is the income produced by such a method worth the resentment it may cause among former students? — G.W. Jr., Calif.

ANSWER: It is my opinion that the judicious and discriminating use of collection agencies to collect a delinquent account from a student who has dropped out of school may be sound procedure. Please note the emphasis on "judicious" and "discriminating." I do not think that it would be wise for a university automatically to place all delinquent accounts in the hands of collection agencies. However, I can see no reason to refrain from placing selected accounts, based on careful judgment, in the hands of a reputable organization which may be able to collect some or all of an account that otherwise would be a total loss to the university.

With the vast increase in tuition deferments, loans and other extensions of credit, it seems imperative that universities use all legitimate and businesslike methods of effecting collection. — CLARENCE SCHEPS, *vice president, Tulane University.*

The "Problem" Professor

Question: How do you handle the "problem" professor who resists the march of time and the increased business efficiency of a progressive school? — L.L. Jr., Calif.

ANSWER: Experience has shown that there are at least two possible approaches to the "problem" professor who resists change. First, if possible, a business officer can allow himself an ample amount of lead time in anticipation of a major change in procedure. He can then thoroughly explain to all interested individuals the advantages of and the economies to be effected by the change. Frequently, opposition develops from fear of the unknown. Consequently, any time and effort expended in explaining or selling a change is well spent. While such effort may not completely eliminate opposition, it will at least reduce it to minimal proportions.

Second, if it is possible to do so, a procedure that has proved successful on many occasions is to make a change leaving the old system as an alterna-

tive method. If the proposed change or new system is well conceived and well executed, it will sell itself in a short time. Then the old or alternate procedure can be eliminated. Frequently, those in greatest opposition to a proposed change will alter their thinking when they see how well the new system is working for their colleagues. — LYTLE FREEHAFFER, *business manager, Purdue University.*

Centralized Purchasing

Question: In what different ways are college and university purchasing departments organized? How widespread is centralized purchasing in colleges and universities? — L.L. Jr., Calif.

ANSWER: The organization of a purchasing department depends upon the size and administrative policies of the institution, and often to some degree upon historical accident. However, in most colleges and universities the official responsible for purchasing is a subordinate of, and reports to, the chief business officer. His scope of activities often excludes the purchase of library books, noncontract food items, and merchandise purchased for sale in the college bookstore. The authority to contract for other purchases and service is normally reserved for the purchasing officer.

Periodic surveys reveal an increasing trend toward centralized purchasing. Now there are relatively few colleges and universities that have not centralized the procurement function to some extent. Campuswide centralization, if properly organized and executed, results in savings in direct costs, in standardization of materials, and in quality control. Perhaps even more important are the intangible but actual savings in the time of faculty members who would have to be their own purchasing agents if the institution were not organized to provide the service.

If the questioner is considering the establishment of centralized purchasing, he would find it helpful to seek specific advice and counsel from the appropriate professional associations listed in C.U.B.'s directory of associations, or from almost any college or university purchasing agent in his vicinity. — BRUCE PARTRIDGE, *vice president for business and management, University of Delaware.*



**CUT
PRINTING COSTS UP TO 40%**

HANDLE ALMOST ANY OFFICE PRINTING
JOB WITH A

DITTO[®] BRAND **OFFSET DUPLICATOR**

Whatever you spend on printing, you can save up to 40% of this cost with a DITTO Brand Offset Duplicator. Easy to see why. The DITTO Offset handles practically any office printing job: forms, letterheads, mailers, manuals, catalog pages. It uses both paper and metal masters; takes any weight of paper from 13-pound to card stock, any size from 3 x 5 inches to 12 x 14 inches.

Prints in multi-colors and black-and-white; halftones or line drawings; up to 8,000 impressions per hour. Clean, fast, professional.

And it's so automatic! Touch a button — everything happens. The DITTO Offset starts, prints, counts, stops, cleans — all in the right sequence. New features let you slit or perforate paper, change jobs in seconds.

Mail the coupon today for the free book: "New Road to Profits . . . with the DITTO Brand Offset Duplicator." Find out how you can do 90% of your own printing right in your own office . . . cut your printing costs almost in half!

NEW ROAD - PROFITS
DITTO OFFSET DUPLICATOR



FREE BOOK

shows how you can save up to 40% on your printing costs, handle almost any printing job in your own office—jobs such as:

Financial reports • Budget reports • Minutes of meetings • Dividend notices
Operating reports • Charts and graphs • Sales manuals • Schedules • Price
sheets • Memos • Publicity releases • Bulletins • Brochures • Letterheads
Standard practice manuals • Letters • Flyers • Office forms • Magazine
articles • Announcements • Territorial maps • Student records • School
newspapers • Lectures • Posters • Notices

Ditto.

6800 McCormick Road,
Chicago 45, Illinois

Without obligation, please send your free book: "New Road to Profits . . . with the DITTO Brand Offset Duplicator."

Firm _____

Your Name _____ Title _____

Firm Address _____

City _____ Zone _____ State _____

DITTO and ® are registered trademarks (U.S. and foreign) of Ditto, Incorporated



NEW

EASY-ON-THE-BUDGET BEAUTYREST SOFA-LOUNGE

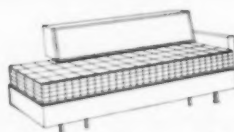
Only with this Simmons Sofa-Lounge will hotel and motel guests enjoy the incomparable sitting and sleeping comfort of Beautyrest®. Only Simmons helps provide such gracious one-room living at such modest cost. As always, add the economy made possible only by long-lasting Simmons construction.

Special patented steel frame construction permits easy rolling of the Beautyrest Sofa-Lounge—pull it out for sleeping...out even further for convenient bedmaking. No rug scuffing—legs lift off floor as you move the bed. Durable No-Sag springs support famous Beautyrest mattress—guaranteed for ten years of day and night sitting and sleeping service. Bedding box may be attached to steel frame at right, left or center of sofa.

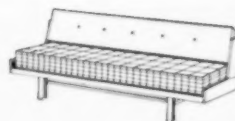


SIMMONS COMPANY
CONTRACT DIVISION

Merchandise Mart • Chicago 54, Illinois
DISPLAY ROOMS: Chicago • New York • Atlanta • Columbus
Dallas • San Francisco • Los Angeles



Simmons offers a variety of sofa-bed styles—for every room requirement.





The Admissions Office in the new Francis Asbury Memorial Administration Building, American University.

PRACTICALLY SPEAKING...

You just can't buy any better means of light control than LUXOUT Draperies. LUXOUT virgin vinyl draperies offer you maximum beauty with minimum maintenance. Remember, behind each LUXOUT Drape stands the years of experience and knowhow that have made LUXOUT first in the field of vinyl drapery manufacturing. Don't be fooled by "Look-alike" drapes. You can't always *see* experience... but with LUXOUT, you *know* it's there.

For free brochures and samples write:

LUXOUT®

% Plastic Products Incorporated Dept. CUB
1822 East Franklin Street, Richmond 23, Va.

CONTEMPORARY DRAMA *Stars* GLASS

Speech Arts Bldg., Orange Coast College, Costa Mesa, Calif.
R. J. Neutra & R. E. Alexander, Architects.
Richard H. Pleger, Supervising Architect.
Thompson Paint & Glass Co., Glazing Contractor.

Structural Corrugated Glass Enhances Exterior... Screens Interior of College Building

Architect Richard J. Neutra has achieved an exterior treatment as dramatic as a Broadway hit with this striking installation of rhythmic, translucent Structural Corrugated glass. This modern material...an accomplished performer in daylighting...effectively screens with light instead of darkness...protects privacy beautifully and lends itself especially well to today's designs and needs.



Make light a part of your plans. Specify glass by Mississippi. Available in a wide variety of patterns and surface finishes at better distributors.

MISSISSIPPI
GLASS COMPANY

88 Angelica St. • St. Louis 7, Missouri

NEW YORK • CHICAGO • FULLERTON, CALIFORNIA



Write today for free literature. Address Dept. 27.



WORLD'S LARGEST MANUFACTURER OF ROLLED, FIGURED AND WIRED GLASS

NOW A THREE YEAR
GUARANTEE

*on Clarke Heavy Duty Floor
Maintainers and Wet-Dry
Vacuum Cleaners*

**THIS
MACHINE
UNCONDITIONALLY
GUARANTEED**

**FOR THREE YEARS
FROM DATE OF PURCHASE
SEE DETAILED WARRANTY**

CLARKE FLOOR MACHINE COMPANY

Division of Studebaker-Packard Corporation
30 E. CLAY AVENUE, MUSKEGON, MICHIGAN

Authorized Sales Representatives and Service
Branches in Principal Cities. Distributed
in Canada: G. H. Wood & Co., Limited,
Box 34, Toronto 18, Ont.



New Three-Year Guarantee covers Clarke Heavy Duty Floor maintainers from 14 to 23 inch brush diameters, including FM-14, FM-15, FM-17, FM-20 and FM-23. It unconditionally guarantees them to give you trouble-free performance in scrubbing, polishing, buffing,

waxing, disc sanding and grinding all types of floors and shampooing rugs and carpets. Covers Clarke Heavy Duty wet-dry vacuum cleaners, Models 610, 620, 710, 720 and 730—guarantees them to pick up dust, dirt and liquids, clean everything from floor to ceiling.

STRONGEST GUARANTEE IN THE INDUSTRY...

Effective immediately, all parts of Clarke Heavy Duty Floor maintainers and wet-dry vacuum cleaners—except normal wear items such as brushes, etc.—are guaranteed against defects in materials and workmanship for three full years from date of purchase.

GIVES ASSURANCE OF CLARKE QUALITY...

Because of its pre-tested materials and careful

manufacture, that result in customer satisfaction through trouble-free service and minimum service, Clarke has extended its guarantee from one year to three. With this long, foolproof guarantee, you can be certain Clarke machines will give you years of efficient performance and dependable service.

Your Clarke distributor will be glad to prove this. Call him—or write us and we'll arrange a demonstration on your floors.



2410 Clay Avenue Muskegon, Michigan

A TRUSTED NAME IN FLOOR MACHINES



POWER SWEEPER



RUG SHAMPOOER



WET-DRY VACUUM

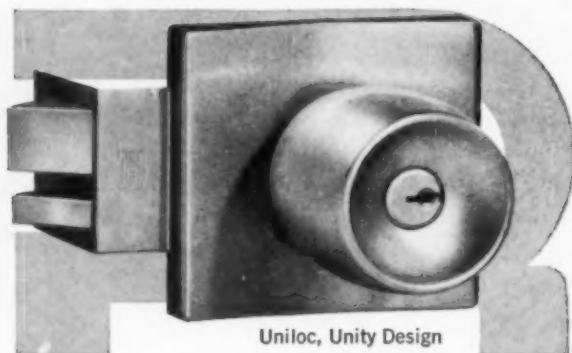


FLOOR MAINTAINER



CLARKE A-MATIC

Authorized Sales Representatives and Service Branches in Principal Cities • Distributed in Canada: G. H. Wood & Co., Limited, Box 34, Toronto 18, Ont.



Uniloc, Unity Design



Stilemaker Cylindrical
Lock, Mono Design

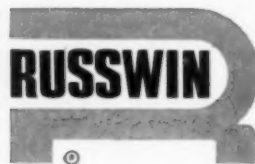


"Ten-Strike"
Mortise Lock,
Modera Design

the three
"R"s

that make it easy for you to choose the
right lock for any college building!

Whatever the building . . . whatever the budget . . . look to Russwin for your doorware! Three rugged locksets to choose from . . . each available in a wide choice of designs, finishes, functions. Call your Russwin supplier. Or write Russell & Erwin Division, The American Hardware Corporation, New Britain, Connecticut.





New Contrast® Floor Polish prevents black marks... ends buffing!

IT'S A GREAT TIME-SAVER. A MONEY-SAVER, TOO.

Imagine! No more unsightly heel marks. No more buffing either. Just spread Contrast on any type of flooring, and let it dry! That's it. Contrast shines as it dries.

But don't let this easy maintenance fool you. Contrast does a man-sized job. Colorless, wax-free Contrast Floor Polish will not . . . cannot . . . discolor even pure white floors. And rubber marks, scuffs, water spots and all other beauty-destroy-

ing nuisances will become problems of the past.


Try slip-proof Contrast on any floor. Better yet, give it a real workout. Test it on your toughest floor problem. You'll be amazed and delighted over the way it ends floor maintenance headaches. One gallon protects and beautifies approximately 2000 square feet.

Right now, contact our representative . . . the Man Behind the Huntington Drum! Ask him for more information about Contrast Floor Polish.



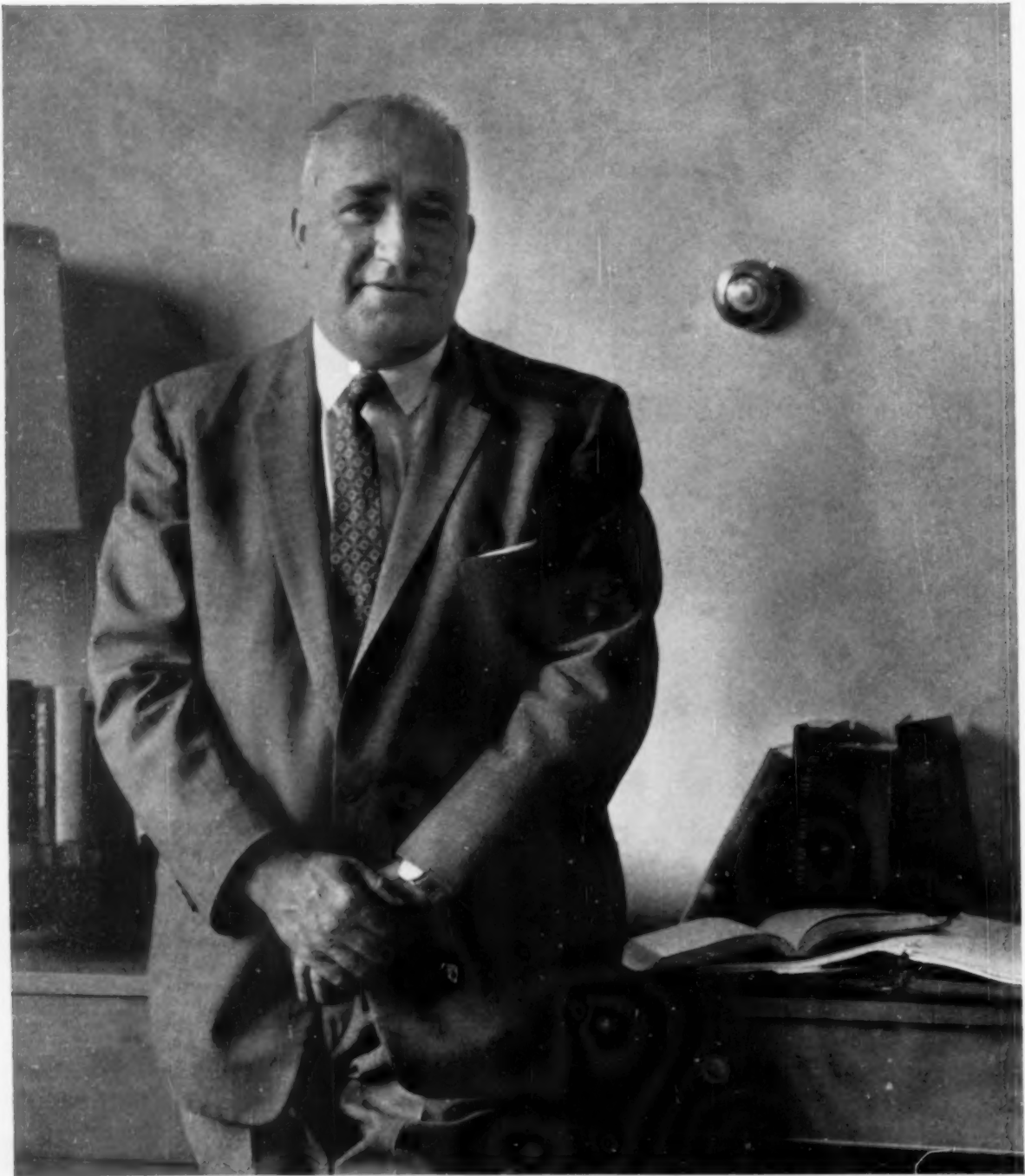
Where research leads to better products...

HUNTINGTON

HUNTINGTON  LABORATORIES • HUNTINGTON, INDIANA • Philadelphia 35, Pennsylvania • In Canada: Toronto 2, Ontario

Another new dormitory installs Honeywell Thermostats on the wall

**"A thermostat in every
learn faster,**



"Besides providing perfect student comfort, Honeywell Thermostats complement room appearance," says Dr. Thompson.

dorm room helps students cuts heating costs"

... reports Dr. R. Franklin Thompson,
President, University of Puget Sound,
Tacoma, Washington

*Honeywell individual room
thermostats let students
adjust temperature for
efficient study; eliminate
expensive heat waste*

"We recognized two facts in planning our new Flora B. Tenzler Hall," says Dr. Thompson. "One, students do most of their studying in their dorm rooms. Two, overly warm rooms slow up thinking and chilly rooms create distracting discomforts.

"To provide just the right temperature for faster learning, we installed Honeywell Thermostats on the wall of every dormitory room.

"Now," adds Dr. Thompson, "students set the temperature for their individual comfort. This helps them stay alert and study more effectively. And we've discovered that Honeywell individual room temperature control actually cuts heating costs.

"With old-fashioned 'zoned' temperature control systems, it's often necessary to overheat a dormitory. Then, students open their windows and expensive heat escapes. In addition, our maintenance department used to be flooded with calls to adjust temperature."

With all their advantages, Honeywell Thermostats add only 1% to 2% to the cost of a dormitory room. Pay that back many times over. For complete facts on better learning through Honeywell Temperature Control, phone your nearest Honeywell office. Or, write: Minneapolis-Honeywell, Dept. CU-9-159, Minneapolis 8, Minnesota. In Canada, write: Honeywell Controls, Limited, Toronto 17, Ontario. *Sales and Service offices in all principal cities of the world.*



New Flora B. Tenzler Hall's exterior design matches existing buildings. Architect: Silas E. Nelsen; Consulting Engineer: H. C. Miller of Miller, Duncan and Lynch; Mechanical Contractor: H-K Western.



In the dorm lounge, a Honeywell Thermostat automatically compensates for varying amounts of body heat. Delivers a constant temperature that's ideal for relaxation and recreation.

Honeywell



First in Control

SINCE 1885

Only Honeywell designs, makes and installs all three types of temperature control for modern dormitories—pneumatic, electric and electronic.



**superior Kewaunee quality
proved by infallible**

"INSIDE OUT TEST"

Any resemblance between these characters and people, living or dead, is purely coincidental. "Two Ton Tony" and "Teenie" are merely demonstrating that Kewaunee Laboratory Furniture can really take it!

Although it's unlikely that any furniture will have to withstand abuse like this, it has always been Kewaunee's policy to design and build-in strength that is far beyond normal requirements. No matter how you look at it . . . inside or out . . . you'll immediately detect the many advantages of Kewaunee furniture.

Rest assured that Kewaunee's high productivity, with modern streamlined manufacturing methods, produces the finest furniture on the market today. Ask to see the representative in your vicinity or send for the latest catalog.

*Look for these exclusive Kewaunee features . . . unmistakable symbols of quality.

**ASK ABOUT
"30 DAY"
KEMTECH
STOCK ITEMS**



This KTF-710 Storage Case is a true version of the masterpiece being dismantled above.

K KEWAUNEE MANUFACTURING COMPANY
ADRIAN, MICHIGAN
KEWAUNEE TECHNICAL FURNITURE CO.
STATESVILLE, N. C.

General Sales Office
Kewaunee Technical Furniture Co.
3007 W. Front St., Statesville, N. C.

cut
clatter
-lighten
loads



wear-ever beauti-trays

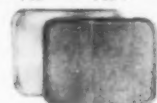
Rack 'em up. Stack 'em up. Drop 'em on the floor. Wear-Ever's tough, permanently bonded vinyl cuts clatter. Wear-Ever's inner core of lightweight aluminum adds almost nothing to the over-all load.

Smart-looking finishes fit any color decor—withstand scratches, spilled alcohol, acids, etc. Take your pick: gray linen vinyl inside, and coral bottom; suntan inside, and brown bottom; or colorful aqua, top and bottom.



*School Lunch Cafeteria
Size (16 3/4 x 12")*

*Regular Cafeteria Size
(17 1/16 x 13 1/16")*



*Hospital Size
(20 1/2 x 15 1/4")*



*Waitress Size
(25 1/2 x 20 1/16")*



*Bus Boy
Size (27 3/8 x 22 3/4")*

*Also available:
Wear-Ever Service
Trays in regular alu-
minum or Alumilite®
finish.*

*Trade Name of Aluminum Company of America



mail coupon today

WEAR-EVER Aluminum, Inc. CUB-10
New Kensington, Pa.

Send me full information on all Wear-Ever
Service Trays.

Name

Institution

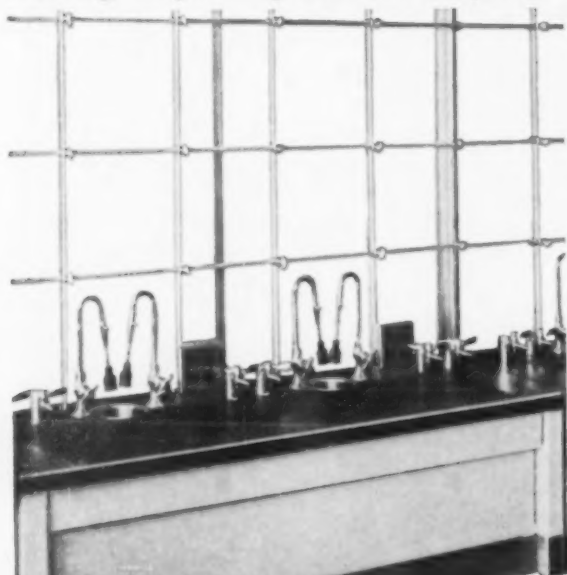
Address

City Zone State

Architects and engineers know that laboratory furniture works only as well as its fixtures...that's why

T&S Lab-flo SERVICE FIXTURES

belong in your specification plans!



With quality LAB-FLO fixtures, this typical lab table will operate to highest professional standards for research or education.

No. 1 CHOICE OF SPECIFIERS. Like engines in various makes of cars, there are important differences in the construction and performance of laboratory service fixtures. Take the word of experts—lab-proven LAB-FLO fixtures give far more value, longer trouble-free service in all types of laboratories, large or small, wood or metal. Specify a complete, matched LAB-FLO system from one end of the laboratory to the other for the unmatched quality you pay for and expect to get.

LAB-FLO SPEC MANUAL
For lab heads and planners

The laboratory designer or planner can prepare complete specifications for a fully integrated system. This "A to Z" manual contains all specs and roughing data to simplify and save costs for every type of layout. Write or call today for your personal, registered copy.

THOSE IN THE KNOW SPECIFY **Lab-flo**

See your **Lab-flo** dealer or write for Catalog

SERVICE FIXTURES • HOSE COCKS
REMOTE CONTROLS • RECEPTACLES

Refer to 1961 Sweet's Catalog, Code: 27b Ta

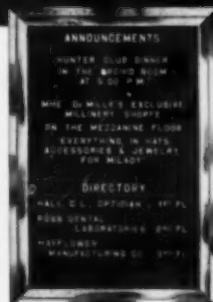


T & S BRASS AND BRONZE WORKS, INC.
128 MAGNOLIA AVE., WESTBURY, L.I., N.Y.
Telephone: EDgewood 4-5104



MAKE SURE IT'S READ...
MAKE SURE IT'S A

DAV-SON BULLETIN BOARD



CHANGEABLE LETTER STYLES
for indoors or outdoors, with or without glass doors and lighting, metal or hardwood frames.

TYPES & STYLES FOR EVERY NEED
Handsome, sturdy, highly visible and attention-compelling. DAV-SON BULLETIN BOARDS get the message across quickly and surely.

CORK BOARDS

Wide selection, self-sealing, in metal or wood frames. With or without glass doors and lights.



CHALK BOARDS

All sizes, in black or green, smooth Dur-O-Plate surfaces.

SEE YOUR DEALER OR WRITE DIRECT
FOR 1961 DAV-SON CATALOG AND PRICES.



SINCE 1932

A. C. DAVENPORT & SON, INC.

Dept. CB 311 No. Desplaines St. Chicago 6, Illinois Tel. STate 2-6683

DESIGN MATE

for

**MODERN
ARCHITECTURE**

but traditional in
craftsmanship

FOLDING TABLES by

**metwood
hanover**

FOLDING TABLES

Metwood's TC-1 Model is often specified by architects because its clean lines are so compatible with modern architectural treatments. Write for catalog of the big, complete Metwood line of folding tables and folding platforms. Metwood Manufacturing Co., Hanover, Pa.

12:01 A.M. IN A "NEW LIFE" LIBRARY

In just nine hours and fifty-nine minutes, these doors will open on a new day for this "New Life" library in Berwyn near Chicago. Through these doors will pass many people. Hundreds a day. Six days a week. Over a hundred thousand a year.

Twenty-five years and millions of people later, it is expected that the "New Life" library furniture in this library will be just as beautiful, just as functional, just as efficient as it is now. We expect this furniture to prove our point. That *quality* represents *economy* over the long, long haul. And to prove the people of Berwyn right. That it *pays* to look ahead.

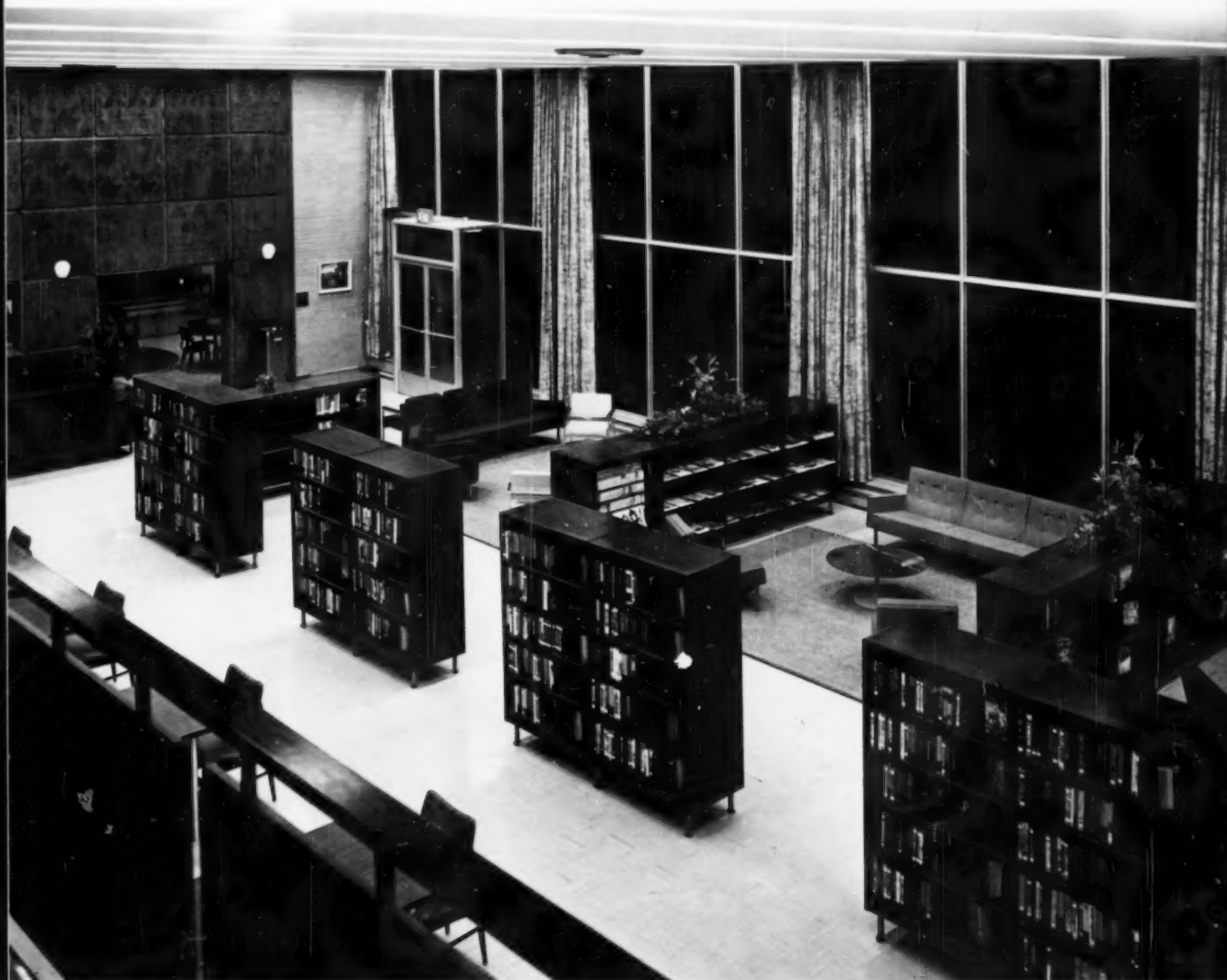


Photo courtesy of Stickney-Forest View Library, Berwyn, Illinois.



SJÖSTRÖM USA

Make library planning a pleasure . . . see reverse ▶

JOHN E. SJÖSTRÖM COMPANY, INC., 1717 N. TENTH ST., PHILADELPHIA 22, PA.

LET SJÖSTRÖM USA HELP MAKE LIBRARY PLANNING A PLEASURE

THE BOOK.....

The volume of the carefully acquired collection. The space available. Placement. Classification. Cataloging. So many things to consider. And, so many "New Life" items to choose from. High or low shelving. Counterheight. Storage or "new book" display. Inserts. Picture book units. Whatever's desired to make the book quickly available to . . .

THE READER.....

The student doing research. The kiddie in storyland class. The casual reader. All to be served in the most efficient manner. By reading tables and chairs, lounge furniture, atlas cases, catalog files, children's furniture. And by furniture carefully designed to help the reader get prompt service by . . .

THE STAFF.....

With files at finger tips. Records immediately available. Work areas for maintenance. Rest areas for reorganization. Using "New Life" administrative furniture designed in the modular manner to permit tailoring charging desk, card catalogs, and other items to the librarian and the library.

LET OUR EXPERIENCE HELP YOU PLAN.....

An idea originated in California is working well in Massachusetts. A unit conceived for a library in Texas is just what an Oregon librarian needs. "New Life" libraries are scattered throughout the 50 states and around the world. From each of these, a lot has been learned. By "New Life" distributors who cover the country. By "New Life" creators, Sjöström USA. This experience plus Sjöström's famous "Life-Like" planning service can be put to work for you. Ask us how.



for those who believe in the economy of quality

JOHN E. SJÖSTRÖM CO., INC., 1717 N. TENTH ST., PHILADELPHIA 22, PA.



Unsprinklered college library completely destroyed by fire.

Prevent fires like this at your school ...with Grinnell Automatic Sprinklers

It's 5:20 in the morning. Everything's quiet on this small Pennsylvania campus. Suddenly a fire alarm breaks the stillness. By the time firemen arrive, the two-story library building has collapsed in flames.

Lost: \$280,000 worth of books and equipment.

Grinnell Automatic Sprinklers could have prevented this holocaust. They stop fire *fast* — save hundreds of thousands of dollars worth of valuable school property every year!

Grinnell Automatic Sprinklers can protect the property — and lives! — under *your* care. They can be installed in a short time — with minimum disruption to

school activities — by a skilled Grinnell crew. And the Grinnell Sprinklers help pay for themselves by saving insurance dollars.

Free booklet. To learn more about school building protection with automatic sprinklers, get free booklet, "Occupancy Fire Record — Libraries." For your copy, write Grinnell Company, Inc., Providence 1, Rhode Island.

GRINNELL



FIRE PROTECTION SYSTEMS SINCE 1870



**SOUNDMASTER 240
BY MODERNFOLD**



**4" HOLLOW CINDER BLOCK,
PAINTED BOTH SIDES**

CERTIFIED EQUAL IN SOUND REDUCTION

This single Soundmaster 240 not only equals . . . but *exceeds** the sound privacy you get from a permanent wall of four-inch hollow cinder block, painted on both sides.

In addition, this operable wall gives you the instant space flexibility that no perma-

nent wall, no cumbersome hard-panel partition can offer your university.

To see how effectively Modernfold meets space demands of new teaching methods and provides better use of existing space for exploding enrollments, send in the coupon below.

*Soundmaster 240 decibel ratings certified by Gaiger & Hamme Laboratories.

NEW CASTLE PRODUCTS, INC., Dept. S-2101; New Castle, Ind.

Please send your new 20-page brochure on school ideas and illustrations.

NAME _____

UNIVERSITY _____

ADDRESS _____

CITY _____

CO. _____

STATE _____



NEW CASTLE PRODUCTS, INC. • NEW CASTLE, INDIANA

In Canada: New Castle Products Canada, Ltd., St. Lambert, Quebec.
Manufacturers of Modernfold Doors, Partitions and Operable Walls, Air
Doors, Modern-Cote Wall Coverings, Peabody School Furniture and Pyrox
Sheathed Thermocouples



Youngblood brings West's 78 years of school maintenance experience to New Orleans' St. Frances Cabrini School.

A man like
Eugene Youngblood
*can be your authority
 on school sanitation and
 maintenance problems*

**He is one of West Chemical's 457 school experts
 who offer you free personalized technical service**



SISTER M. BERTRAND, principal of St. Frances Cabrini School learns how Westroll cabinets (loaned free) cut paper towel costs up to 40%. Youngblood demonstrates how jam proof, tamper-proof, metered cabinets control waste — yet do not limit the use of towels. One roll equals four packs of fold towels.



100% EFFECTIVE GERMICIDE-CLEANER. Youngblood tells Mrs. J. E. Hubert, Jr. of cafeteria staff how hospital-proved Wescodyne kills all testable disease germs, provides continuing protection.



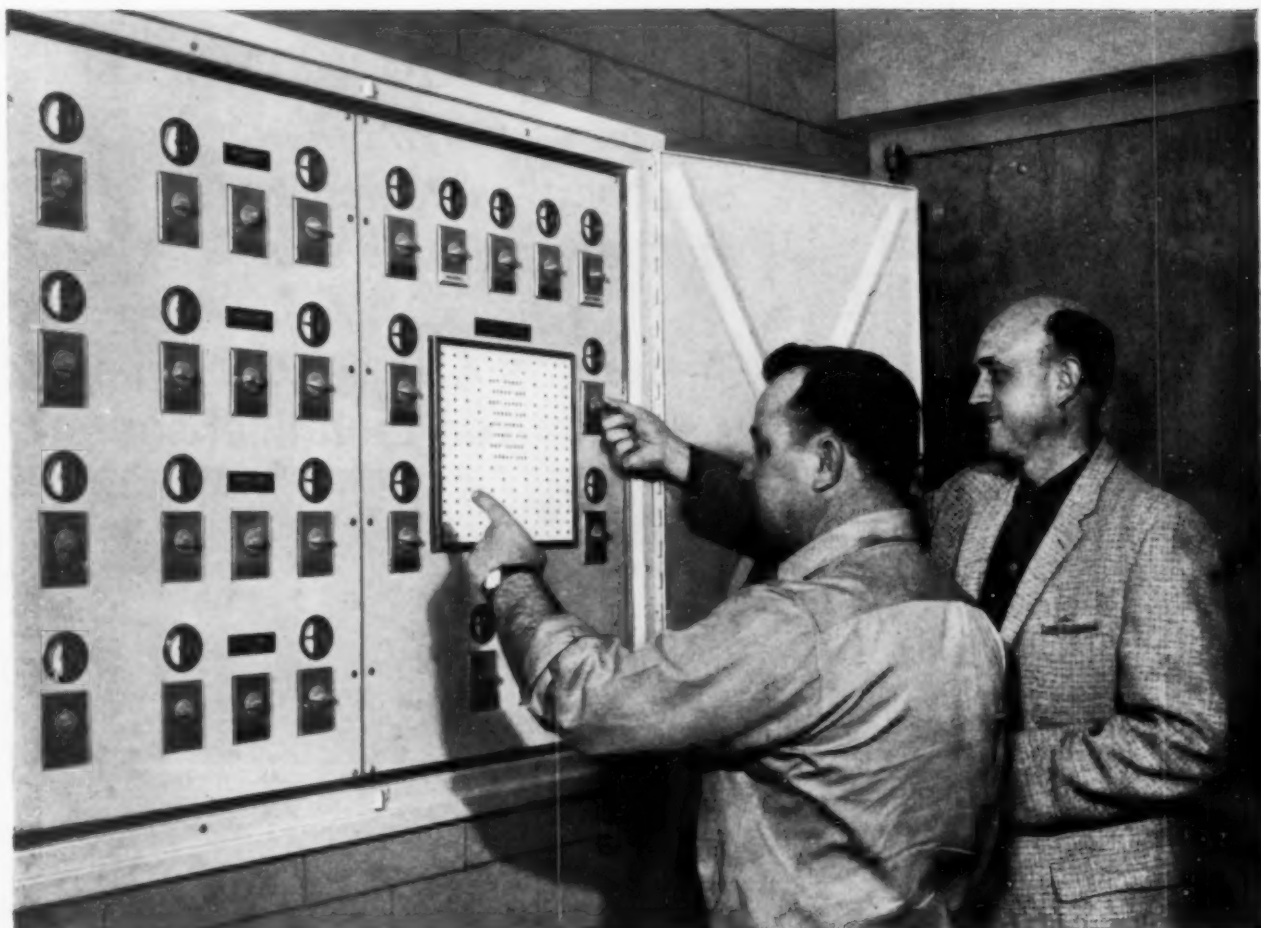
KILLS GERMS AS IT CLEANS. Here, Youngblood demonstrates how Wescodyne cleans and completely disinfects in one step. Wescodyne is as inexpensive as it is effective.

An expert like Eugene Youngblood can analyze your requirements, help you get more for your maintenance budget. He's experienced at solving problems with an efficient West Maintenance Program. He works with your staff — gives free instruction, free supervision and free periodic follow-up.

He can guarantee improved appearance and higher sanitation standards . . . and show you how to *reduce* maintenance costs! For full information write your nearest West office or West Chemical Products, Inc., 42-16 West St., Long Island City 1, N. Y. In Canada, 5621-23 Casgrain Ave., Montreal.

*America's foremost
 specialists in
 school sanitation
 and maintenance*





Building Operating Engineer and Superintendent, R. T. Malone, and Capital Improvements Inspector, J. S. Youmans, at the lighting section of the master pneumatic control panel.

How they *blow on the lights* at Bowling Green State University . . .

Fulfilling a request for centralized control of heating and ventilating for a multi-purpose building is both a logical and standard procedure. But at Bowling Green's Memorial Hall, the plans also called for selective control of the building's 248 assembly hall lights from the same location. Architect-engineer, James E. Allen, not only took the situation in hand—he put all operations through a single master panel.

The panel is entirely pneumatic. As such it provides maximum efficiency for heating and ventilating. Ingeniously, too, it greatly simplifies the electrical system. Small copper lines pneumatically activate the switches in the 4 lighting distribution panels. This eliminated a separate and costly wiring network which would have required at least eleven 1/2-in. conduits strung above the truss work.

The pneumatic control panel is located in a corridor adjacent to the arena area. The left hand section controls heating and ventilating. Switches regulate fans and dampers for summer and winter conditions and also provide for quick warm-up when required. The right hand section gives visible selective control of various lighting arrangements by means of a color coded layout chart. Lighting in any part of the arena assembly hall area can be regulated as desired and instantly verified.

One control panel, one integrated system handles heating, ventilating and lighting simply, conveniently and economically. Here is another instance where engineering imagination and Powers Systems are setting new standards in control systems.

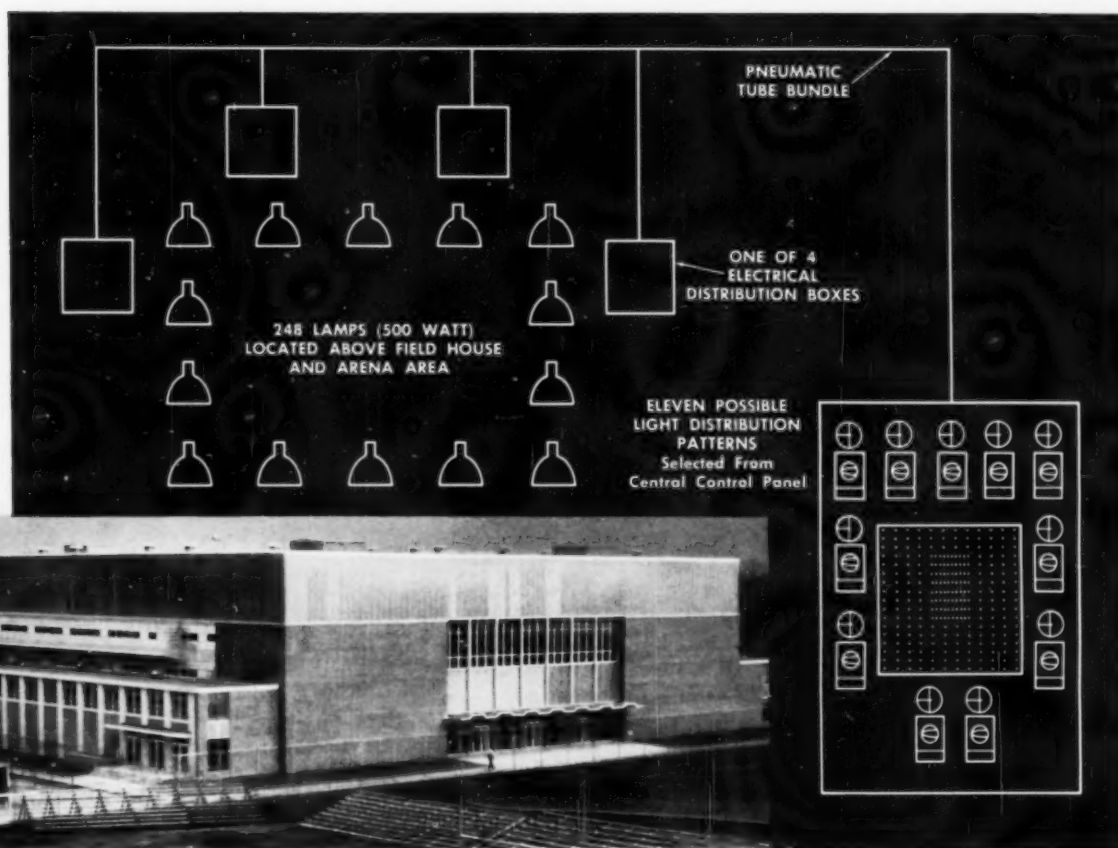
Investigate what Powers and Powers Controls can do for you. If you are interested in more case histories, we will be glad to send them to you.

Architect-Engineer:

James E. Allen, Cincinnati, Ohio.

Mechanical Contractor:

H. C. Warner Plumbing & Heating Co.,
Fremont, Ohio.



THE POWERS REGULATOR COMPANY

DEPT. 1061 — SKOKIE 54, ILLINOIS | Offices in Principal Cities in U.S.A. and Canada
MANUFACTURERS OF CONTROL SYSTEMS SINCE 1891



The cafeteria that runs itself ...24 hours a day!

Your operator can provide you with the cafeteria of the future . . . now. With Vendo equipment he can serve food and refreshment in all parts of your campus automatically, at the drop of a coin . . . day or night.

Vendo automatic equipment can be arranged in any combination to suit your requirements.

ASK THE OPERATOR OR CATERER


who serves you about the Vendo equipment now available to meet your complete needs.

Hot food, hot and cold beverages, refreshments—a snack or a complete meal. And there are no labor costs to you for food handling.

The handsome matching exteriors of Vendo equipment contribute to the eye-appeal of your food serving center. Investigate this new concept of automatic feeding now.

Vendo®

The Vendo Company, Kansas City, Missouri.
World's largest manufacturer of automatic
merchandising equipment



YOUR local metal fabricators build these aluminum railings from Blumcraft materials. Competitive bidding is thus provided for public and private work. Blumcraft general catalogue M-62, containing the Deluxe line and also low-cost Tube-Line, is available to Architects; or consult Sweets file 6e/Blu.

TUBE-LINE®...LOW COST RAILINGS



OF PITTSBURGH

460 MELWOOD STREET

PGH. 13, PA. •

PERMANENT DISPLAY 101 PARK AVE., N.Y.

George Washington never slept on a Serta "Perfect Sleeper"® Mattress, but...

... he did address the students from this porch of Old North Dormitory, where Georgetown University students sleep on Serta "Perfect Sleeper" Mattresses.

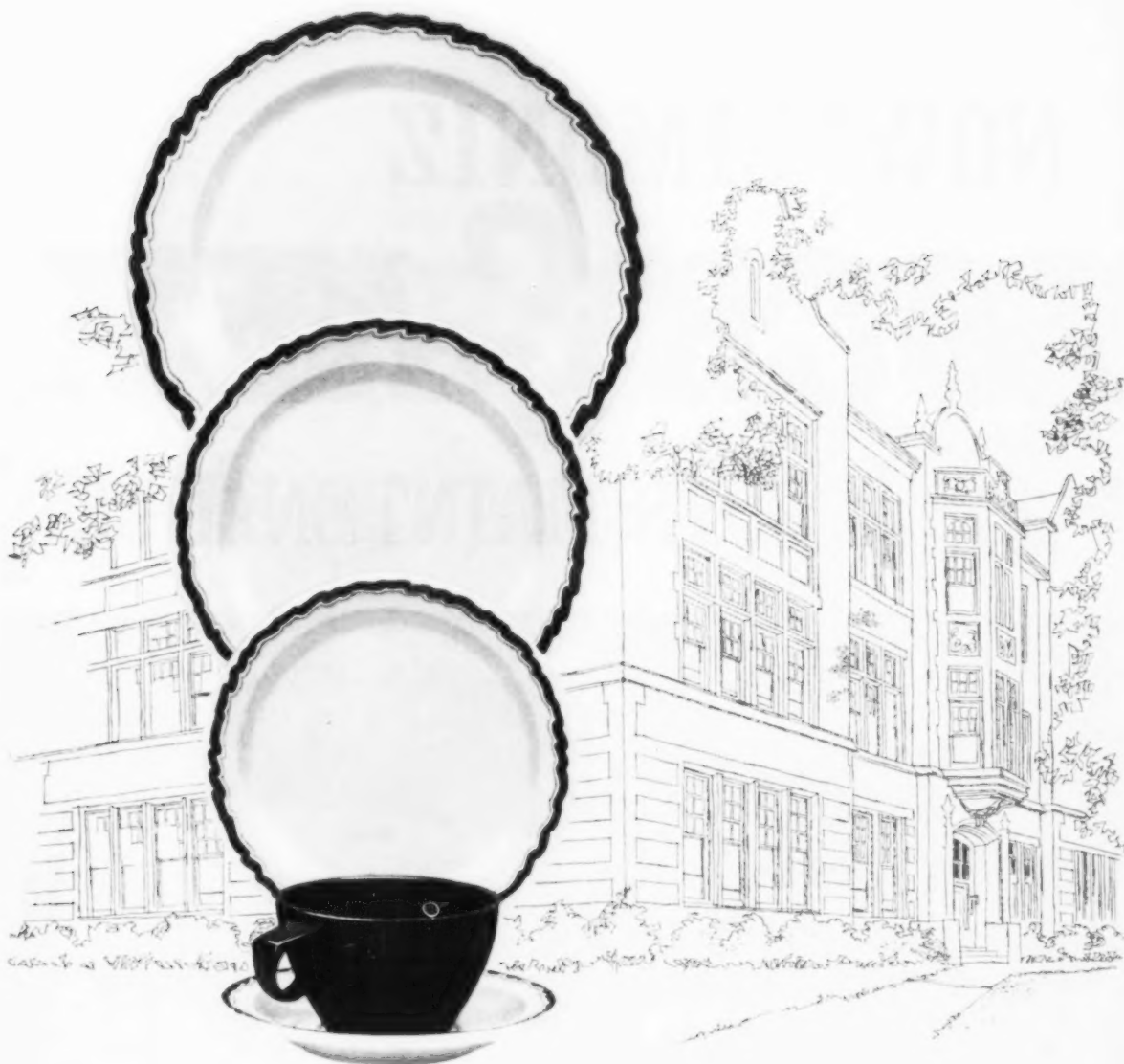
And satisfactorily, too—according to Brother Francis J. Weiss, S. J., Georgetown University Maintenance Administrator:

"We find that Serta 'Perfect Sleeper' Mattresses have held up very well under dormitory use. Our Kober Cogan Dormitory has not had one replacement in three years. We are more than pleased with the product and put our approval on this item."

You get long-lasting comfort in the Serta "Perfect Sleeper" Mattress. Exclusive Sertaliner construction resists sinking, sagging —helps prevent Fatigue Build-Up. The smooth-top Serta "Perfect Sleeper" makes up easily, always looks trim.



For information, write: Serta Associates, Inc., American Furniture Mart, 688 Lake Shore Dr., Chicago, Ill.



Libbey Restraware cuts replacement costs 80%



Mr. Steve Werlinich, Director of Food Services, Thiel College

Mr. Steve Werlinich, Director of Food Services at Thiel College, Greenville, Pa., reports that Libbey Restraware has saved 80% on dinnerware replacement costs. In addition, the kitchen staff, along with the 950 students who use Restraware every school day of the year, find it lighter in weight and easier to handle than conventional dinnerware.

You can get the same fine results with heavy duty, melamine Restraware. Attractive place settings come in decorator pastels of

Blue, Coral, Tan, Yellow and Mint Green plus White, decorated in the Shoreline (shown above) and Heritage patterns. Restraware washes easily by hand or machine and accommodates standard portions.

Why not incorporate the durability and ease of handling you get with Restraware into your cafeteria operation? For complete information see your Libbey supply dealer or write to Libbey Plastics, Inc., Subsidiary of Owens-Illinois, Toledo 1, Ohio.

LIBBEY PLASTIC DINNERWARE
AN **®** PRODUCT

OWENS-ILLINOIS
GENERAL OFFICES • TOLEDO 1, OHIO

NOW! SIMONIZ *LOCK & KEY*

NEW PERMACRYLIC*
PRODUCT THAT CUTS MAINTENANCE



**1 LOCK IT ON...FINISH LASTS
AS LONG AS YOU WANT!**

YOU CAN SCRUB IT

Scrub-clean "Lock-and-Key" all you want, because regular floor cleaners remove only the dirt but not the finish. "Lock-and-Key" keeps on shining—never needs buffing.

"LOCK-AND-KEY"* FLOOR FINISH comes in 1-, 5-, 30- and 55-gallon sizes.

**GREAT NEW CHEMICAL
DISCOVERY CUTS FLOOR
MAINTENANCE TIME AND COSTS!**

Here's the greatest advance in floor coatings since the introduction of vinyl finishes by Simoniz in 1953.

"Lock-and-Key" is a brand-new, *completely different*, Permacrylic product that solves a major maintenance problem. It has permanent resistance to alkaline cleaners and water—can be re-coated time and time again—*yet* is easily removable.

This means that "Lock-and-Key" can be cleaned with common cleaning and sanitizing agents, over and over, without dulling or damaging the polish—and no buffing is ever required. Spills, scuffing, grime, grease and grit cannot wear it away. "Lock-and-Key" lasts as long as you want it to.

(*)—Trade-marks of Simoniz Company

FLOOR FINISH

COSTS IN HALF!

**2 UNLOCK IT...IT ZIPS OFF
4 TIMES FASTER!**

YOU CAN RE-COAT IT

Re-coat "Lock-and-Key" whenever you want without stripping. It will not yellow, discolor or powder. Shine gets even better—protection lasts longer—with every coat.

IT'S LONGER-LASTING

New "Lock-and-Key" Floor Finish provides protection and beauty longer than any product ever could before. Most durable, most easy-to-maintain floor finish ever formulated.

IT'S EASY TO REMOVE

Zip off in minutes with special "Lock-and-Key" Remover when you want to re-coat completely. Just mop the floor—no scrubbing machine needed—comes off 4 times faster than old-fashioned stripping methods.



"LOCK-AND-KEY" REMOVER comes in 20-oz., 1- and 5-gallon sizes.

"Lock-and-Key" can be re-coated whenever you want without yellowing or discoloration. With each new coat you deepen the gloss and extend the protection.

The finish lasts and lasts and lasts—yet you can remove it whenever you want, without a machine, merely by mopping the floor with the special "Lock-and-Key" Remover.

Long life, easier maintenance, simple removal: these are the benefits of this great new, *completely different*, Simoniz "Lock-and-Key" Floor Finish. They add up, not only to improved appearance, but to greatly reduced maintenance costs for all floors.



SIMONIZ®
FOR LONG WEAR—LESS CARE

CALL YOUR
SIMONIZ DISTRIBUTOR TODAY,
OR USE

THIS CONVENIENT COUPON:

Simoniz Company (Commercial Products Division—Dept. CO-10)
2100 Indiana Avenue, Chicago 18, Illinois
Yes, I want to cut my floor maintenance time and costs. Without
obligating me, give me the name of your nearest distributor and:
☐ Have him see me
☐ Arrange a demonstration of "Lock-and-Key"
☐ Supply me with test materials
Name _____
Firm Name _____
Street Address _____
City _____ State _____



EFFECTIVE SUPERVISION

When you need uniformed or plainclothes guards to patrol buildings and campus, you can rely on Pinkerton's to assign trained men to protect against fire, theft and vandalism. This service is especially valuable when university offices are left unguarded or undermanned during graduation exercises or other special events. We also provide men with the necessary qualifications to control social and athletic events, registrations and reunions. These guards are chosen for their ability to combine alert supervision with tact.

For routine or special assignments, Pinkerton's men are the best trained, the most experienced. For further information, send for our brochure "Investigative & Guard Service in Colleges & Universities."

PINKERTON'S

National Detective Agency, Inc., 100 Church Street, New York 7, N.Y.

Pinkerton's of Canada Limited

47 offices from coast to coast





Never before has beauty been so durable!

Steelcase color-engineered acrylic finish, a brand new and exclusive development, adds years to the beauty of Steelcase office furniture. It will survive the toughest hazards of daily use and maintenance as no other finish can. When you consider the outstanding comfort and efficiency of Steelcase furniture, this remarkable new finish, in a wide choice of rich colors, makes your investment even more satisfying. Steelcase Inc., Grand Rapids, Michigan. Canadian Steelcase Company, Ltd., Don Mills, Ontario.



There's more . . . Steelcase's new Flightline is fully displayed in our new full-color brochure. For your free copy simply address Department C.



STEELCASE INC



How Carrier Air Conditioning serves colleges and universities from coast to coast!

Perhaps the most remarkable thing about the list on the opposite page is this: the great number of institutions that have been added to it within the last dozen years. Even so, the list merely represents a sampling of the colleges and universities which have turned to Carrier for air conditioning.

Not only is the increased number of institutions significant, but also the increased number of ways they're using air conditioning on their campuses—from laboratories to libraries, classrooms to cafeterias. This widespread use reflects a recognition on the part of administrators of air conditioning's over-all contribution to getting the maximum return on their facilities.

Some colleges are just beginning their air conditioning programs. Others like Southern Meth-

odist University, with 23 major air conditioned buildings, are well along. Almost all new educational construction provides for air conditioning—the U.S. Air Force Academy, for example. But older buildings, like 60-year-old Jesse Hall at the University of Missouri, are also being modernized. Small colleges like Drury and Cedar Crest find air conditioning an educational investment, as well as Chicago, Ohio State and UCLA. And the trend to air conditioning is by no means confined to warmer climates.

If air conditioning is in your plans, the Carrier office near you will be glad to give your staff, your architect and consulting engineer the benefit of Carrier's wide experience in the educational field. Carrier Air Conditioning Company, Syracuse, N. Y.

Carrier Air Conditioning Company



Carrier Air Conditioning Facilities on Campuses

Academic Buildings and Classrooms Arizona State College (Tempe) ... Baylor University ... Bowling Green State University ... Bucknell University ... University of California (L.A.) ... University of California (Riverside) ... Case Institute of Technology ... Clemson Agricultural College ... University of Delaware ... Duke University ... East Texas State College ... Lehigh University ... University of Louisville ... University of Mississippi ... Northeastern State College ... Southern Methodist University ... Syracuse University ... U. S. Air Force Academy ... U. S. Military Academy ... University of Wichita ... Yeshiva University.

Administration Buildings and Offices Duke University ... East Texas State College ... University of Florida ... University of Illinois ... Lehigh University ... University of Missouri ... University of Notre Dame ... University of Pittsburgh ... Southern Methodist University ... Texas College of Arts and Industries ... U. S. Air Force Academy.

Auditoriums and Chapels Cedar Crest College ... Centenary College ... Clemson Agricultural College ... University of Delaware ... University of Florida ... University of Illinois ... U. S. Military Academy.

Cafeterias and Dining Halls Clemson Agricultural College ... Louisiana Polytechnic Institute ... Southern Methodist University ... Syracuse University ... University of Tennessee ... University of Texas.

Dormitories Baylor University ... Georgetown University ... Howard Payne College ... University of Illinois ... Northern Illinois University ... Southern Methodist University ... Syracuse University ... Temple University ... University of Texas ... Texas Christian University ... U. S. Air Force Academy ... Brigham Young University.

Fine Arts Buildings University of Arkansas ... Stephen F. Austin State College ... University of Illinois ... Louisiana State University ... University of Missouri.

Hospitals and Medical Centers University of Arkansas ... Baylor University ... University of California (L.A.) ... University of Chicago ... Emory University ... University of Kansas ... University of North Carolina ... University of Oklahoma ... University of Pennsylvania ... Southern Methodist University ... University of Tennessee ...

U. S. Air Force Academy ... Medical College of Virginia ... Western Reserve University.

Laboratories University of Chicago ... Lehigh University ... Oklahoma State University ... University of Pittsburgh ... University of Tennessee ... University of Texas ... U. S. Air Force Academy ... U. S. Military Academy ... Vanderbilt University.

Law Schools University of Chicago ... Georgetown University ... Southern Methodist University.

Libraries University of Alabama ... University of Arkansas ... Baylor University ... Butler University ... Drury College ... Hebrew Union College ... University of Mississippi ... University of Missouri ... Oklahoma State University ... Savannah State College ... Southern Illinois University ... Southern Methodist University ... Texas College of Arts and Industries ... Wayne State University ... Western Reserve University.

Medical School Facilities Baylor University (Dental College) ... Harvard University ... University of Iowa ... University of Michigan (Medical Science Building) ... University of Missouri (Teaching Hospital) ... University of Oklahoma ... University of Rochester (Medical Center) ... Tulane University ... Medical College of Virginia.

Music Buildings University of Kansas (Music and Dramatic Arts) ... Kent State University (Music and Speech) ... Oberlin College (Conservatory) ... Oklahoma Baptist University ... Queens College (Music and Arts).

Science Facilities University of California (L.A.) ... University of Chicago ... Emory University ... Fisk University ... University of Florida ... University of Illinois ... Johns Hopkins University ... University of Maryland ... Oberlin College ... Oklahoma Baptist University ... University of Rochester ... Southern Methodist University ... University of Texas ... Western Reserve University.

Student Unions Baylor University ... Centenary College ... University of Illinois ... Iowa State College ... University of Kansas ... Northern Illinois University ... Ohio State University ... Oklahoma State University.

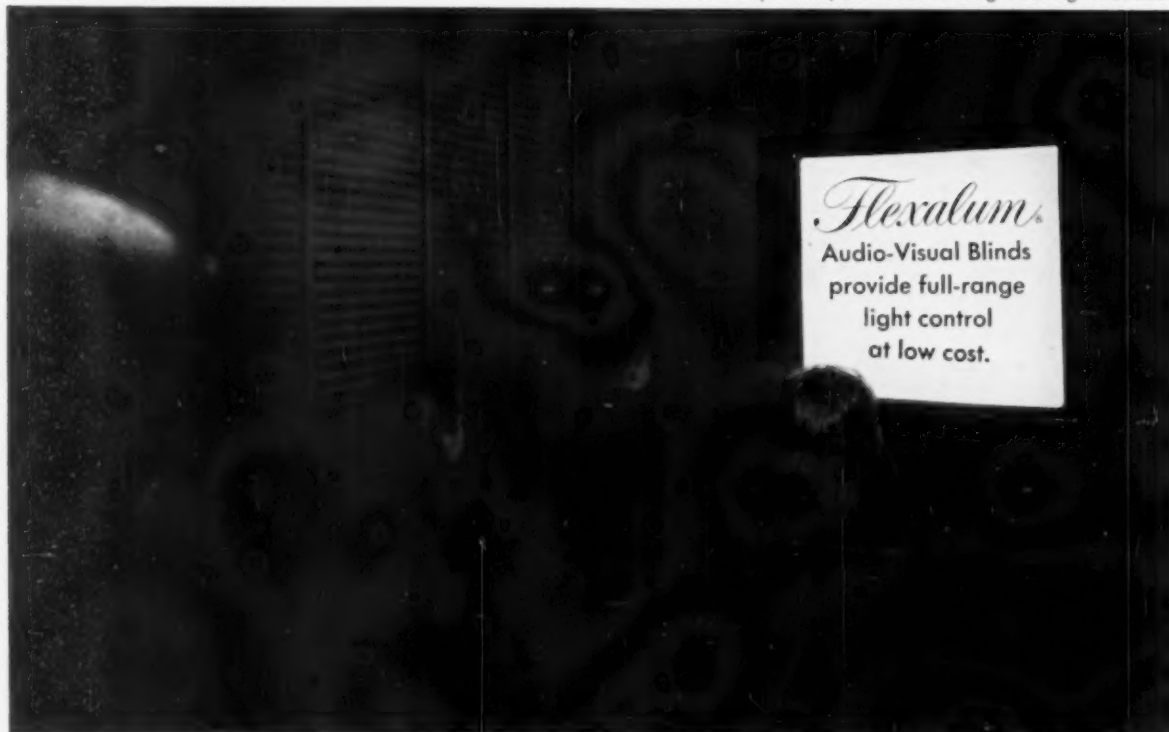
Theaters Baylor University ... U. S. Air Force Academy.



LIGHT Flexalum Audio-Visual Blinds, with slats open, provide controlled daylight without glare, plus ventilation, for ordinary classroom activities. The soft, diffused light is easy on the eyes... and dispositions.



MEDIUM Slats partially closed, give light enough for note-taking, yet darken room so projected slides of charts, etc., may be clearly viewed. Precision tilt mechanism with fine adjustment, affords exact degree of light needed.

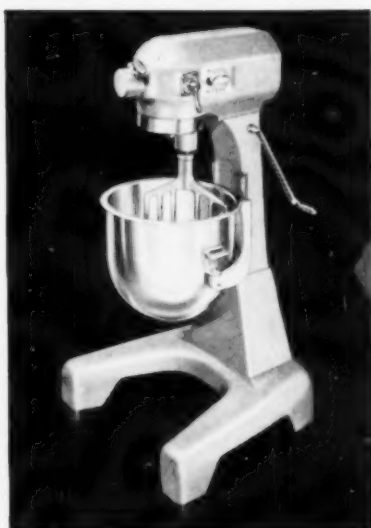


DARK Completely closed Flexalum Audio-Visual Blinds give projection-room darkness. No light seeps in, thanks to light trap channels, and Flexalum's tighter overlapping slats. Projections of fine line drawings, microscopic slides, colored maps, etc., show up sharply on screen. All Flexalum Audio-Visual Blinds are fully guaranteed for five years, in writing.

Write for specifications to Bridgeport Brass Co., Hunter Douglas Division, 30 Grand Street, Bridgeport 2, Conn.

**MORE
NEW
PRODUCT
DEVELOPMENTS
by Hobart**

Here are the newest kitchen machine developments by Hobart, all field-tested and perfected to give you greater savings per serving. They are the result of the constant market and engineering research and product progress that make Hobart machines your best buy for greatest food-service efficiency.



NEW 20-QUART FLOOR TYPE MIXER. The most popular bench mixer ever built is now also available as a floor-type mixer—the Hobart A-200-F. Here is efficient working height with the space-saving and convenience of floor operation, plus the Hobart 20-qt. mixer.

The new A-200-F incorporates all the performance-proved Hobart mixer features—positive drive, positive speeds, positive Hobart planetary action—that assure positive results. Clean-lined design assures the utmost in sanitation. All controls centralized. This mixer is also available with timed operation and stainless metal finish.

NEW POWER DICER ATTACHMENT. Here's new versatility for a Hobart mixer or food cutter—the new Power Dicer attachment. Now vegetables can be diced (also firm fruits like apples) and French fries cut as efficiently as with machines costing hundreds of dollars more! Top dicing quality and productivity—without sacrificing valuable work space. Several sizes of grids—readily adapts for 1/2-, 3/8-, or 1/4-inch dicing or cutting. Smooth dicer lines make cleaning easy.

ATTACHMENT TRAY SUPPORT. Available for use on Hobart mixers and food cutters when using attachments. Attaches and detaches in seconds, stores easily out of the way.

The Hobart Manufacturing Company, Dept. 301, Troy, Ohio

NEW AM SERIES DISHWASHERS

WITH THE TimeSaver Triangle *



A new high in dishwashing performance and convenience. Revolutionary door lift—no chains, pulleys or door weights inside or out. You can raise the doors with your finger tips—it's that easy. Drain control is raised to convenient working height—stooping is part of the past. Waist-high wash-and-rinse control switch completes the TimeSaver Triangle—making operation faster and easier. Many more features, such as removable stainless steel rack tracks, sanitary legs, eye-level thermometers, high-efficiency motor and pump, and more. The biggest surprise: the low original and ultimate cost. Available for straight-through or corner installation.



Nationwide Factory-Trained Sales and Service...over 200 offices



Hobart® machines

A Complete Line by the World's Oldest and Largest Manufacturer of Computing Scales, and Food Store, Bakery, Kitchen and Dishwashing Machines

Raising money isn't Kid Stuff



Raising money today is harder than ever before. There's not a person you know who hasn't been approached by committees bombarded through the mails or tagged on the streets. So just remember when your School, College or University sets out to raise funds it's easier and easier for people you ask for money to say, "No."

That's why so many Educational Institutions have turned over the ever-present problem of organ-

izing fund-raising appeals to the American City Bureau. Since 1913 our experienced staff has been the guiding and driving force in more than 3,600 campaigns.

Would you like to know how this experience can help your School raise the money you need? Just call or write our nearest office. Without cost to you, we'll make a study of *your* special problems and prepare an individual plan to meet them.

AMERICAN CITY BUREAU

Professional Fund-Raising Counsel for Almost Half-a-Century

Chicago 1, Ill. New York 16, N.Y. Atlanta 9, Ga. Houston 25, Texas Sacramento 25, Calif.
3520 Prudential Plaza 386 Park Avenue South 1375 Peachtree St. Bldg. 1202 Prudential Bldg. 451 Parkfair Drive

Founding Member American Association of Fund-Raising Counsel

Since January 1, 1960, Educational Institutions the **AMERICAN CITY BUREAU** has been privileged to serve include:

American International College
Springfield, Mass.

Augustana College
Sioux Falls, S. D.

Ball State Teachers College
Muncie, Ind.

Bethany Biblical Seminary
Chicago, Illinois

Bishop Noll Institute & High School
East Chicago, Ill.

College of Charleston
Charleston, S.C.

Evansville College
Evansville, Ind.

Ft. Wayne Bible College
Ft. Wayne, Ind.

Jacksonville University
Jacksonville, Fla.

Juniata College
Huntingdon, Pa.

Lutheran High School
Los Angeles, Calif.

Montana State College
The Endowment & Research
Foundation
Bozeman, Mont.

North Central College
Naperville, Ill.

Northeastern University
Boston, Mass.

Springfield College
Springfield, Mass.

Suomi College
Hancock, Mich.

University of Vermont
Burlington, Vt.

West Virginia Wesleyan
Buckhannon, W. Va.

Campus Safety

IN MOST cases, the college is the student's home away from home, and the institution and its administrators assume many parental functions. The safe housing and feeding of students is certainly one such responsibility.

Every university administrator should personally assure himself that institutional facilities do not constitute a hazard to life and limb. Sloppy housekeeping and poor maintenance in residence halls are an open invitation to fire and potential panic. Improper traffic security is fully as dangerous. Poor sanitation standards in kitchen and dining hall expose students to the hazards of food poisoning.

The beginning of a new academic year is a good time to make a thorough check to ensure that all potential hazards involving campus safety are eliminated. No college executive wants a fatal accident to take place on campus. Worse yet on the executive's conscience would be a realization that the accident might never have happened had the executive not been negligent in supervision.

October has been designated as Fire Prevention Month by the National Safety Council. Concern for student and staff safety should not be a one-shot emphasis. It should be a year-round concern for college administrators, regardless of the season of the year. The penalties for neglect in such matters are too severe to be ignored.

Fair Warning

FROM all present indications, college and university enrollment will set a record high this autumn. Several institutions are now reporting registrations that surpass the enrollment figures of 1946-47 when they were swamped with a flood of G.I. students.

These new enrollment records are being set by an influx of students who were born in the early Forties — a low birth rate era. When the postwar babies of the late Forties arrive on campus, enrollment figures are going to be considered fantastic by present-day standards.

These enrollment projections are not pie in the sky estimates. The children have been born and are now in elementary and secondary schools, establishing enrollment records as they move through the grades.

College and university executives are more fortunate than their public school colleagues. They have had advance warning and more time to prepare facilities and faculty to meet the need. Shortsighted indeed is the university administrator who fails to read the signals properly and makes no plans to handle the enrollment of five

years hence. Even at this late date a tardy university administrator has time to do some intelligent planning, but he'd better hurry.

The Foreign Student

THIS year more foreign students than ever have enrolled in American colleges and universities. Institutions of higher education here have welcomed the opportunity to provide an education for students from other lands.

The tremendous increase in the numbers of foreign students coming to this country has posed some problems, however. Not all colleges are properly staffed or equipped to meet the needs of these students, with the result that some of them feel neglected or confused. In many cases such students arrive on campus with inadequate financial resources or they lack competence in the use of English. The result: academic failure or excessive financial stress.

For some students the problem of adjusting their diet to Western food becomes a difficult one. Certain diet prohibitions imposed by their religious beliefs complicate the situation. Here sensitive and competent counseling is obviously needed. Homesickness becomes a real concern for many students, wherever they are born, but it is more serious when thousands of miles separate campus and homeland. Rules and regulations relative to student behavior are confusing to some foreign students, as are the limitations on ownership and operation of motor vehicles.

The proper care of students from other countries frequently imposes a drain on institutional finances which the college or university can ill afford. Humanitarian considerations, however, give the institution no choice in taking care of difficult cases involving foreign students — the college must work out a solution.

It is important for top administration in a college or university to recognize the necessity for a well organized program for foreign students. This involves expert counseling on housing, diet, finances, language, academic performance, and the mores of American society. To neglect these considerations is to subject a student from another country to unhappy and unnecessary incidents and situations that he will never forget and forever resent. It impairs America's image, to use a Madison Avenue phrase. A careless or thoughtless action by an American college executive or staff member may have an unfavorable influence. Positive and careful programming for foreign student needs by college administrators can reduce the frequency of such unhappy incidents.

Hidden Facts and Misconceptions — Partners of the Fire Peril

Daniel P. Webster

Staff Representative for Higher Education
National Safety Council, Chicago



THIS nation prides itself on its effective use of all communications in keeping the public informed of news developments. Yet, it is amazing how little is known about college fires. Granted, no administrator likes to broadcast that his institution has had a serious fire with extensive damage, injuries or deaths. From a questionable point of view this may be good public relations. To those in the professional fields of fire and accident prevention, it poses a considerable problem. How can we determine the causes of college fires, and gain compliance and cooperation in setting up preventive and protective programs?

Fire and safety authorities have had to rely heavily on occasional newspaper items to draw attention to the nature and extent of college fires — fragmentary information at best. Despite the scarcity of objective records, there nevertheless can be little doubt that the fire safety problem persists in colleges and universities.

Estimates of the National Board of Fire Underwriters indicate that an average of one out of every 20 higher education institutions experiences a residence hall fire each year. These do not include the minor incidents, such as wastebasket fires.

Of 30 known college fires of serious nature in the five-year period from 1956 to 1960, almost 75 per cent occurred in residence buildings. Only eight of the total occurred in other locations. In eight of the 22 residence hall fires, there were 20 student deaths. No deaths were incurred in other buildings.

When property damage is used as the index of relative severity of college fires, it is found that it has no relationship with the chances of student fatalities. Two students died in each of two fires with estimated damage of \$5000. Three students perished in one fire, and one student in another, with each fire having an estimated loss of \$10,000. At the opposite extreme, one student was lost in a fire of \$1 million damage; seven lost their lives in an incident of undisclosed loss.

What are some of the dangerous misconceptions that contribute effectively to extensive damage, deaths and injuries in college fires?

Fire is the killer. In the majority of student deaths in college fires, it is likely that flames only provide the

final curtain, and that the students were already dead or stupified by smoke and poisonous gases so that they could not help themselves.

Someone will awake in time to alert the occupants, because of smelling smoke or fumes. The reason alarms were never sounded in many cases is because no one could be awakened to notify fellow students or the fire department.

Watchmen will detect all fires. Night watchmen are an important part of a security program. However, many fires of insipient nature but able to kill may go undetected for hours, or may not burst into flame until the fire watchman has passed on his tour. By the time he returns it may be too late.


Students, after reaching age 17, are no longer subject to the dangers of fires. Accordingly, schools do not need to take the same precautions they did at earlier ages, such as fire drills.

Women are more susceptible to the ravages of fire than are men. This is pointed out in a national survey conducted a few years ago where it was found that many colleges require fire drills for women only.

Fire drills are useless because they encourage false alarms, and students ignore them anyway.

Do the practices at your college or university indicate that your administrative, faculty or operational personnel harbor these misconceptions? If so, what better time is there to initiate an educational and practical program for fire emergencies than during the month of October, or Fire Prevention Week?

There is no dearth of promotional and technical materials. The National Fire Protection Association, the International Association of Fire Chiefs, the National Board of Fire Underwriters, the National Safety Council's Campus Safety Association are but a few of many recognized organizations that have resources at your command. At the local level enlist your fire and building departments and insurance carriers into partnership in preventing fires and their destructive results. They often can give free advice, whether it pertains to considerations in new construction or renovations, vertical enclosures, fire detection, sprinkling and alarm systems, or fire fighting. Conservation of your material and human resources is cheap at any price.



Over the River, Into the Woods, to Residential Conferences

High above the clouds in the Adirondacks, Syracuse University provides educational opportunities for the residents of nearby communities. In the next four pages, this relatively new concept in utilizing all facilities, serving the community, and increasing the profits is discussed.

'The advantages of residential education are many and unique. Chief among them is the value of detachment.'

Patricia Lotito

Program Administrator, Syracuse University, Syracuse, N. Y.

EACH year, at campus after campus, the summer departure of the undergraduate heralds the arrival of a brand new "student body" — adult men and women whose participation in residential summer conferences is an important reflection of America's increasing belief in lifelong education.

Although residential programs vary from campus to campus in scope and in emphasis, the number of schools thus involved appears to be steadily rising. Syracuse University's commitment in this area is easily seen in the following description of its total residential conference program. Included, also, are suggestions that may prove helpful to the college or university about to enter this field.

About one-third of Syracuse's conference activities take place at three unique sites in the Adirondacks, the beautiful mountain areas of Upper New York State. On the Syracuse campus, where the remainder of the program is conducted, several groups have already come and gone, and the conference season is well under way. The entire program is administered by University College, the adult education division of the university.

Located in superb forest highlands, the Adirondack centers offer complete educational facilities and abundant opportunities for restful interludes and pleasant recreation. Sagamore, with facilities for 100 conferees, is located on Raquette Lake, 120 miles from Syracuse. Pinebrook, on Upper Saranac Lake, 140 miles from Utica, N.Y., accommodates 75. Minnow-

brook, on Blue Mountain Lake, houses 30 conferees and is the most luxurious of the three. Ninety-five miles from Utica, it offers year-round facilities for seminars and small conference groups.

On campus, the Syracuse conference program is headed by Eleanor Ludwig. Between 25 and 30 conferences, involving much greater numbers, are held each year. Campus facilities center around three handsome residence units atop Mount Olympus overlooking the main campus.

Since its inception in 1948, the residential conference programs of Syracuse University grew from two in 1948-49 to 58 in 1959-60. In December of 1960, a total of 414 conferences had involved more than 34,000 participants in educational programs tailored to their specific needs and objectives.

Wide Subject Choice

The conferences vary in length from one day to six weeks. Subject areas run a wide gamut, from programs for children with speech and hearing problems to liberal education conferences for college and university deans — from week-end programs for secretaries on human relations in business to the annual ordinance materials research conference at which top research scientists in the field of metallurgy, from both private and governmental agencies, exchange information on frontier research.

With regard to administration, Adirondack programs and programs on

campus are operated independently and from separate offices by their respective conference directors. Each is responsible individually to U. C. dean, Dr. Alexander N. Charters, and assistant dean, Dr. Clifford L. Winters Jr. The objectives and general procedures, however, as well as the policies for determining the appropriateness of proposed programs, are the same in both areas.

The Residential Approach

The advantages of residential education are many and unique. Chief among them is the value of detachment. Almost everyone has experienced the phenomenon of returning from a vacation and suddenly "seeing," for the first time, some aspect of his environment. In an article titled "Week-End Learning in the U.S.A.," Robert H. Schacht points out that Toynbee identifies the temporary detachment of the creative personality from his social milieu, and his subsequent return, as a potent force in the history of any society.

Whenever we detach ourselves from our environment, even briefly, we find it somehow easier to change; to view ourselves and society with fresh insights, unhampered by the conditioning routine of job, home and daily responsibilities. If our new environment is not only stimulating but friendly, we find it easier to "open up," to experiment with new ideas and methods of thought and behavior. Also important are the advantages of concentration and the con-



SAGAMORE, with private lake and 1500 acre forest preserve, is one of three S.U. Adirondack conference centers.

tinuity of instruction. A fourth factor is the close association with others engaged in the same educational adventure. Although friendly associations and the enjoyable exchange of ideas are more important to some types of learning than others, it is an accepted fact that the way we "feel" about a learning experience affects our ability to absorb and to retain.

What About Financing?

It's important to realize that residential programs can be successfully undertaken without dangerous overloading of the college or university's expenditures. Conferences should be, and generally are, priced to include both the direct and indirect costs of services rendered.

Furthermore, other financial benefits accrue from the residential conference, a matter of no small importance to persons charged with the over-all solvency of the institution and with its financial potential for continued growth and development. Some of these benefits are:

1. The additional use of plants and facilities, particularly during the summer months, helps spread total overhead and represents an immediate gain.
2. Individuals and agencies in strategic positions to lend financial as well as political support are often involved in top-level conferences. Well planned, well run programs can have important ramifications for the future.
3. The increase in the take-home pay of faculty involved in conference

instruction is another significant factor.

4. A conference program of a college or university which contributes recognizably to the growth and development of its adult participants has important implications for the recruitment of an undergraduate student body.

A residential conference is neither an appropriate nor acceptable undertaking unless it is first and foremost an educational experience for the participants and unless that experience is on a level that demands the knowledge and resources of an institution of higher education.

How Conferences Develop

Generally, residential programs come about in one of three ways:

1. The conference director, after evaluating the special resources of faculty and facilities, decides that a worth-while contribution could be made in a particular area. He determines a potential clientele and, working with faculty, outlines a program. He may then approach a particular group or promote the conference to a selected public.
2. A request comes to the conference director from within the college or university itself. A department head may wish to host the annual conference of his professional organization, or a group of faculty members may see a need for conducting a conference in their subject area.
3. The director is approached by an outside organization. This is the

area that calls for careful negotiations plus an open and imaginative frame of mind.

One group may have specific program ideas that dovetail with the college or university's acceptance standards, and things move smoothly into operation. Another may be seeking mere "hotel accommodations," coupled with the prestige of an institutional connection.

On the other hand, an organization may honestly desire the enrichment of institutional resources, yet have no idea whatsoever of what they're looking for, except "we'd like to have a conference." Careful probing into the nature of such groups, their needs and objectives, can result in excellent programs involving valuable contributions from university faculty and facilities.

Another interesting case is the organization whose primary need is "education for education." When circumstances warrant, the director may choose to cooperate on a joint program, wedding a sponsoring organization's content with a minimum but carefully planned participation by university faculty.

A vital service of another type can be performed when knowledge in a specialized area is widespread geographically. Recently, University College was approached independently by representatives from two leading manufacturing companies. Both groups expressed a similar concern. Their growing number of research and development managers were

running into difficulty where highly creative personnel was involved. Since both groups had reached the same conclusion, it was decided that others might share their concern. A planning committee was formed that included the conference director, the two original companies, and several other central New York industries. Working with faculty, a residential program was outlined.

In rounding up outstanding men in the field, instructors were drawn from corporations, other universities, and governmental agencies. Included were two faculty members from the Syracuse staff.

Planning a Program

An informal planning committee is usually established, headed by the conference director and including members of the organization and an adviser from the college or university faculty.

The first step is to help the organization arrive at a realistic set of objectives — neither so general that they are meaningless nor so complex and long range that they cannot be accomplished. Try to decide what can be done and the most effective ways of doing it. Keep in mind that an educational conference is not just a packaged format, but is tailored to the needs and abilities of the participants. Consider the people involved, their educational backgrounds, positions, length of time in business or profession. As the planning develops, keep the lines of communication open for a comfortable exchange of information and ideas, remembering that the degree of sophistication regarding program possibilities will vary from group to group.

The conference director has the final responsibility for establishing a format that will best utilize available resources for the maximum learning experience of the participant. Debates, panels, case studies, role playing, and small group discussions, combined with films, slides and other visual aids, are ways of avoiding the stereotype of speaker (presentation) and questions from the audience! More important, however, they are ways of involving the "learner."

In addition to the actual program, what happens before and what happens after is extremely important. In

an educational activity of short duration, the *preconditioning* or *preinstruction* of participants, combined with a *follow-through* or *continued instruction*, can enhance the value of the program and, in a sense, lengthen the period of participation.

1. **Special readings, when appropriate, plus complete program information including objectives and subjects to be covered, should be sent to the participant as far in advance as possible. He can then arrive with some knowledge, with pertinent questions, and with genuine interest.**

2. **Upon his return, the insights, knowledge or awakened interests he may have gained can be kept alive and strengthened by follow-up materials such as readings, reports on program sessions, and critical commentaries.**

If he has been the single participant from his group or place of occupation, these materials will also help him in sharing his experience with fellow associates. It is always desirable, however, to have at least two persons in attendance from any given organization. Once a participant returns to the "home front," he is more able to put new concepts into practice when his experience is reinforced by the similar experience of another.

Making Use of Resources

The director should investigate the contributions that may be available from special departments of the college or university. When program formats include a series of discussion

sessions led by members of the participating organization, the Discussion Leadership Center of University College, on the eve of the conference, conducts a brief workshop for scheduled leaders. Similar briefing sessions are sometimes held for participants who will act as recorders of group sessions. The Center also provides printed guides for discussion leaders and discussion participants.

For programs in which the subject areas of the Center are an integral part of the program format, Dr. Frank Funk, director, acts as an adviser to the planning committee, and the Center provides specialized instruction for adults in effective listening, effective discussion, public speaking, and interviewing.

It is probably apparent that the need for a capable conference director with adequate clerical and administrative help cannot be overemphasized. In addition to the areas already mentioned, the conference director must see that the total conference program receives proper and continuous promotion. He must also attend to the publicizing of specific programs. Competing for the time, interest and energy of today's adult requires vigorous promotion and the use of all appropriate media.

He should also possess particular skills in working with others. In setting up a conference, the director must harness the resources of a whole array of individual units whose objectives may be quite different from his own. Housing departments may wish to adapt their procedures as little as possible, since change from

The right environment can make it easier for conferees to "open up" and experiment with new ideas and new areas of thought.



routine will increase costs. The same may hold true with food service. Regarding faculty, subject-matter experts may be reluctant to believe that they can profit by the programing suggestions of an experienced conference director, who must find ways of dealing with these and other resources, both physical and human, in such a way as to maximize the educational experience of his participants without incapacitating the former or alienating the latter!

At the conference itself, all instructional materials and special equipment must be in the proper place at the proper time. The leaders must be adequately briefed, with their duties and objectives well defined. As the conference develops, participants must be aware of its direction and purposes.

In addition, such matters as recreation, the atmosphere in which participants are received, the accessibility of churches, special diets when necessary, and a wide variety of other items are of extreme importance.

Pricing the Conference

A tentative working budget is first established between the conference director and the organization. Then, as soon as details of housing, food and instruction permit, a precise budget is outlined with costs broken down per participant.

Ideally, all direct and indirect costs are figured into every budget. Indi-

rect costs include total overhead, such as maintenance of plants and facilities, administrative salaries, and so forth. For simplification, a realistic "management percentage" figure should be arrived at and used as a constant in setting up budgets and figuring later gains or losses.

Only Direct Costs?

There will be occasions, however, when the institution will wish to be of service to groups with a limited financial ability. A group may be unable to bear more than the direct costs of services rendered. Or, if the group is very small, the inclusion of true indirect costs might result in an exorbitant figure per participant.

On the balance side, industrial corporations, and any other group with the ability to pay for what it's receiving, should be so charged. Participation by such groups will help toward the partial subsidizing of others. In addition, the net income from very large groups will tend to be high and provide another means of balancing the over-all budget. In other words, diversification of sizes of groups and diversification of kinds of groups are two means that enable a residential conference program to be self-supporting and still remain sufficiently flexible to fulfill its educational responsibilities.

In setting up the conference budget, the director should always try to

have a range of plans for food and housing. Many groups will need to operate on a minimum budget, e.g. use cafeterias instead of served meals. Such groups may desire minimal housing arrangements — be willing, for instance, to make their own beds. Other groups, with an ability to pay for an atmosphere to which they're accustomed, may wish complete room service and three served meals a day.

In its total residential conference program, Syracuse University recognizes two intrinsic responsibilities: providing technical programs for the specialist that will keep him abreast of his field in an age when knowledge advances so rapidly that last year's education can be obsolete tomorrow, and providing programs that deal with man's relation to man.

Justifiable Necessity

In an industrial society, training for pure specialization becomes a justifiable necessity. In direct proportion, "education for living" becomes all the more vital — not just for the undergraduate, but for the adult who is already a functioning unit of society. One need grows from the other, and both will increase with future technological advances.

Meeting these needs is the responsibility of American colleges and universities, and residential conferences are one way among many of fulfilling that responsibility. ■



The California Story, Part II

How We Decentralized



Typical of the architectural style at the University of California's Santa Barbara campus is this music building.

Our Centralized Accounting

A basic plan of reorganization for the accounting function of this large institution was clear-cut and comparatively simple to effect

Norman H. Gross

Chief Accountant

University of California, Berkeley

PRIOR to the administrative reorganization of the University of California in 1958, the controller was an operating officer under the organizational control of the regents of the university. As a fiscal officer of the regents, he exercised direct supervision over accounting officers at the various campuses. The accounting officers carried out the systems used for accounting and financial reporting.

This centralized control over accounting personnel tended to minimize their usefulness to administrative officers at the local campuses. Although much of the financial data pertinent to campus operations was readily available to the accounting officers and they could have filled the role of financial advisers at the campus level, many of them were consulted only infrequently since they were associated with a central office and, therefore, outside the administrative jurisdiction of campus administrators. As a result, financial management and planning was limited on the local campuses and the controller, with direct responsibility for financial operations on every campus, could give only limited time to policies and procedures and long-range financial planning.

Since the controller's responsibilities, as set forth in the by-laws of the university, included the carrying out of the financial plans as approved by the regents, a high degree of centralization characterized the fiscal operations of the university. A central

office staff of the controller exercised the direct supervision over accounting operations at the campuses and also performed many of the operating functions. All account number assignments for recording budgetary and financial activity in the books of account were made centrally.

All funds balances and much of the income received by the university were recorded on ledgers maintained by this central office. Appropriations were made to local campuses on a memorandum basis to permit expenditures during the fiscal year but, at year end, all campus activity was closed to the central books of account from which a consolidated financial report was prepared. Many of the balance sheet accounts, although directly identifiable with individual campuses, were also recorded on the central books of account. Payroll operations for the entire university were performed by a unit of the central office as was accounting for capital outlay programs.

A major portion of data used for preparation of various reports, including the annual financial report, for presentation to the university administrative staff, the regents, and agencies outside the university was compiled in the central office. While this is not an all-inclusive list of the financial operating activities conducted at the central office of the controller, it is indicative of the degree of centralization of fiscal operations that existed.

As the university expanded its operations and became more complex, there was a growing need not only for greater effort to be directed toward policy and procedure development, but also for a codification of policies and procedures for publication in a manual to serve as a guide to the operating personnel in the performance of their duties. In addition, a critical need was developing for advance planning on the effective use of available funds and the means of financing required expansion of both operations and physical plant.

Decentralization of Accounting

The administrative reorganization that transferred accounting officers to the jurisdiction of chief campus officers relieved the controller from some operating responsibilities and enabled him to devote further attention to the matters of policy and procedure development and financial planning.

The basic plan of reorganization with respect to the accounting function was clear-cut and comparatively simple to effect from the standpoint of organizational structure. However, the delegation of the attendant duties and responsibilities, and the development of policies and procedures under which these duties and responsibilities were to be fulfilled, became a major undertaking. A task force appointed by the controller developed recommendations for action necessary to effect decentralization of the ac-

'The first task was to provide each campus with a balanced ledger'

counting function. Following this, implementation of these recommendations and development of policies and procedures were begun to guide the campus accounting officers in their new operational responsibilities.

The first task was to provide each campus with a balanced general ledger. Balanced general ledger here means having all funds balances and income recorded on the campus ledgers to finance expenditures and to permit the recording of estimates of income and appropriations of funds on a positive rather than a memorandum basis. This required that appropriation control be established at each campus, and all funds balances applicable to the campuses as well as the income generated by them be transferred to the local books. In addition, all balance sheet accounts assignable to the individual campuses were transferred to the local books of account.

In these initial stages of the reorganization of accounting functions, a complete reorganization of the payroll operations also was accomplished. Campus accounting officers were assigned responsibility for maintaining position control over salaries, i.e. certifying that there were open positions and/or funds available on the basis of which employment and change in employment status forms could be processed. Preparation of the payrolls and maintenance of payroll records also were decentralized to the local campuses. At the time this change was accomplished, employment forms were combined and standardized.

With the transfer of operational responsibilities to the campuses, periodic reports previously prepared by the central office now were prepared at the campus level. These reports were then forwarded to the central office for consolidation and presentation to the appropriate administrative officers or the regents. Formats for transmittal of data as well as procedures for compilation of report data were provided for the accounting officers' guidance.

Another major task during this first year of reorganization was to develop policies and procedures related to closing the books under decentralized accounting operations. Under the new concept of balanced ledgers, funds balances were retained at the cam-

puses. However, there were some balances, such as unexpended endowment income to be added to principal, which had to be transferred to the central books of account for appropriate disposition as part of the closing process. Procedures for the proper coordination and accomplishment of such transfers were developed and issued.

Also, a new format and revised instructions for the preparation of the annual financial report were issued. The report was revised to include a section on income and expenditures for each campus of the university. In addition, data for the consolidated balance sheet and related exhibits that were to appear in the annual report now were furnished by the local campuses. Instructions on the methods of compiling and presenting such data for consolidation by the central office were prepared.

At this stage of reorganization, accounting for the capital outlay program remained on a centralized basis as did the administration of endowment funds and the maintenance of records relating thereto. The management of cash and investments was also continued on a centralized basis. Campus revolving funds continued to be replenished from central cash resources, and deposits of local cash collections came to the central cash account by way of established depository accounts. Retention of central control in these areas required accountability between local campuses and the central office, which was maintained by means of financial control accounts on the books of account of both the campuses and the central office.

The transfer of operating functions to the campus accounting officers has continued. Accounting for the capital outlay program has recently been made a campus responsibility. Assignment of account numbers in certain specified income and expenditure account groupings is now permitted at the campus level and plans are under way to extend this authority.

Controlling Decentralization

In a report presented to the regents in July 1959 summarizing the progress made in reorganizing the administration of the university, President Kerr made the following pertinent comment:

'Periodic reports previously prepared by the central office now were prepared at the campus level'

"Emphasis should be given to the point that decentralization is being accomplished subject to these two conditions: (1) Delegations to campuses must be clear, specific and capable of uniform application. (2) Machinery must be established for statewide review of campus performance under various delegations; reports must be developed and responsibility assigned to statewide officers to evaluate such reports."

The president's comment set forth succinctly the prerequisites to effective administration under decentralized operations. In satisfying these requirements, there have been two major problems — communicating instructions and ensuring adherence to established policies and procedures.

The reorganization has presented a radical change in the *modus operandi* in the accounting area. Personnel both at the central office and at the campuses has been confronted with many operating problems with which it has had little or no experience. Accordingly, policies and procedures have to be developed and set forth in sufficient detail to serve as a guide to operations at the local campuses. The procedures that are developed have to be much more definitive than those that were required under centralized operations since the several campuses operating independently cannot be subject to direct and immediate supervision in the day-to-day fiscal routines.

Also, many of the operating problems have to be anticipated and appropriate policies and procedures for handling these problems developed and promptly disseminated. No longer is it possible, as in the case of centralized operations, to make on-the-spot decisions to cope with a problem involving policy or procedural matters. Furthermore, a high degree of uniformity in campus operations is essential to coordinate the activities at the various campuses and also provide a basis for analyzing and consolidating the financial data compiled locally for presentation as university reports.

To satisfy these requirements, communication is of prime importance. However, many of the policies and procedures developed cannot eliminate entirely the element of judgment in application, and, even in some cases, interpretation. Accordingly, it

is occasionally a matter of waiting for time and experience to assist in eliminating operating problems that develop as a result of the transition.

Control over campus performance under the decentralization of operating responsibilities and the related delegation of authority is, as indicated, the other major problem. There are various means by which it has been possible to exercise this control. Analysis of periodic reports prepared at the campus level and transmitted to the central office for consolidation provides a check on campus operations.

Some reports, such as the reconciliation of financial controls, are required monthly. Other reports are required quarterly, including one setting forth the status of income realization and expenditure of appropriated funds. From this report, it is possible to determine if required budgetary adjustments are being made promptly and correctly, if unauthorized adjustments of income estimates and related appropriations are being made, and if campuses are responding promptly and properly to intercampus transactions, to mention a few of the operating areas in which performance can be reviewed. Also, the submission of special reports, when appropriate, provide information on compliance with particular policies or procedures.

Summary ledgers for each campus are available to the central office for review of campus financial and budgetary activity. Copies of many of the accounting documents prepared locally, such as those establishing new accounts, are submitted to the central office for postaudit. Also, the necessity for some of the campus operations to be coordinated with the central office has provided a further check on campus performance. By these devices, a satisfactory control on adherence to established policies and procedures has been maintained.

In addition, the expansion of the internal audit staff and the extension of its audit responsibilities to include greater emphasis on policy compliance has provided an additional check on operations of the campuses under delegated authority.

Results of Decentralization

What has decentralization meant to the accounting process? What has

No longer is it possible, as in centralized operations, to make on-the-spot decisions involving policy.

'Summary ledgers for each campus are available to the central office for review'

been accomplished? The transfer of operating responsibilities has, as was intended, provided the vice president-finance and his staff with the opportunity to give primary consideration to policy and procedure development. As many of the procedures formerly performed centrally are spelled out to serve as a guide to campus accounting staffs, it is possible to introduce improvements.

Revises Format

Fiscal closing procedures have been streamlined with the result that the annual financial report is produced at a date considerably earlier than it was under highly centralized operations. The format of the annual financial report has been completely revised to accommodate the reports of campus operations, and improve-

ments have been made in the presentation of financial data.

A new account code structure became effective in February 1961. This revision permits a more useful compilation of financial data (such as data by school and college, and expenditures by major sources of funds) by mechanical means that had not been a characteristic of the previous account structure. This new structure has facilitated the preparation of various reports.

Much more emphasis can now be placed on an extremely important phase of the fiscal routine — financial planning. As operations continue to expand, sources of funds for financing new and improved programs must be determined. All available funds must be utilized in the most efficient manner and the possible tem-

porary diversion of funds where permissible to meet immediate financing needs cannot be overlooked in this critical period. Financial planning has assumed a tremendous significance and it is now possible to give it more of the attention it merits.

Not to be overlooked is the change in the working relationships between the chief campus officers and the accounting officers. Accounting officers, now under the jurisdiction of chief campus officers, are consulted frequently in connection with the financial affairs of the campuses. Campuses are also rapidly gaining strength in the area of financial management and planning.

A Look to the Future

The decentralization of accounting operations is now essentially completed. Continued effort will be devoted to improvements and simplification of operations and mechanization whenever feasible. Attention is being directed toward the better coordination of budgetary and financial classifications which the revised account code structure will facilitate. Also, the timely preparation of financial data for comparisons with budget reports is scheduled. Work continues on development of an accounting policy and procedures manual that will assist accounting officers and others with responsibility for financial administration. Report content and presentation is being subjected to constant review in order to evaluate the need for particular reports and to provide data of significance to assist management. Financial management, both at the campus level and centrally, will continue to occupy a prominent role in future effort.

Decentralization probably has not brought about any material reduction in the over-all work load of the university, although this would be difficult to ascertain in view of the continued expansion that has been occurring during the transition period. However, it is certain that decentralization has been beneficial as evidenced by improvements in operating technics that have been developed, the progress in financial management that has occurred, and the more expeditious action on financial and budgetary matters that the delegations of authority to local campus personnel has permitted. ■

Photograph shows the 120 inch telescope at the University of California's Lick Observatory located at Mount Hamilton, Calif.





A 1958 aerial photograph of one large central parking area on the campus shows ready access to all buildings.

How To Control Your Parking Situation

for better utilization
and a safer campus

F. Thomas Sheeder

Assistant Dean of Students and Director of Men's Affairs
State University College of Education, Fredonia, N.Y.

CAMPUS parking is becoming a major problem at most colleges and universities today. It is widely known that, proportionally, more present-day college students own and operate automobiles than ever before. To compound this problem, enrollments are almost universally expanding at a rapid rate. Campus parking facilities, in many cases, have not increased to meet extended needs.

Small college campus parking control presents a set of problems often foreign to those experienced in a large college or university. For example, generally speaking, the small college is unable to provide the full-time staff for enforcement of parking regulations which is so frequently found at larger schools within the "security police" or "traffic control" departments.

The purpose of this article is to describe how one small college has developed a workable and adaptable solution to the problem of campus parking and automobile use.

Description of College

State University of New York College of Education at Fredonia is a teacher-training institution located 45 miles southwest of Buffalo, in a residential community of 8000. Nearly 100 per cent of the student body are citizens of New York State. Current enrollment at the institution is 1180, increased from 650 in 1956. Eighty per cent of the present enrollees are resident students; the remaining 20 per cent are commuters. This proportion has been consistent for the last five years. The projected enrollment for 1965 is 1500; for 1970, 2700.

At the present time, 420 students have automobiles registered with the college. An additional 120 cars have been registered by members of the faculty and staff.



Facilities include two large central parking areas plus four small auxiliary areas, including one area for visitors only. A total of 330 parking spaces are available on the campus, which includes 220 spaces for students, 100 for faculty, and 10 for visitors.

While registered cars approximate 165 per cent of the number of authorized campus parking spaces, we have found the use factor to be such that we have had very few days when every space was filled.

Where necessary, lines separating parking spaces have been painted diagonally to direct traffic flow. In all other areas, lines have been placed

STATEMENT CONCERNING AUTO USE

YOU ARE REQUIRED TO FURNISH THIS INFORMATION AS PART OF YOUR REGISTRATION. THIS IS AN OFFICIAL RECORD.

LAST NAME	FIRST NAME	PLEASE PRINT
<input type="checkbox"/> CHECK HERE IF YOU DO NOT DRIVE AN AUTO AT THE COLLEGE. (IF THIS BOX IS CHECKED, NOTHING MORE IS NECESSARY.) REPORT ANY CHANGE TO THE DEANS OF STUDENTS OFFICE.		
<input type="checkbox"/> CHECK HERE IF YOU USE OR PLAN TO USE AN AUTO AT THE COLLEGE. (IF THIS BOX IS CHECKED, YOU MUST GIVE THE INFORMATION REQUESTED ON REVERSE SIDE OF THIS CARD.)		
ALL STUDENT AND FACULTY CARS MUST HAVE IDENTIFICATION STICKERS.		
	(OVER)	
	2	
DATE _____ 196__	DO NOT WRITE IN THIS SPACE.	STICKER NUMBER <div style="border: 1px solid black; width: 100px; height: 30px; margin: 0 auto;"></div>
THE LICENSE NUMBER OF MY AUTOMOBILE (OR THE ONE I SHALL BE USING) IS:		

STATE	LICENSE NUMBER	YEAR	MAKE
I AGREE TO PUT THE COLLEGE REGISTRATION STICKER ON THE LEFT FRONT WINDOW OF THE CAR I DRIVE AT THE COLLEGE. TO OBSERVE COLLEGE PARKING REGULATIONS AND AUTO SAFETY RULES, AND TO REPORT CHANGES IN OWNERSHIP OR DRIVER STATUS TO THE DEANS OF STUDENTS OFFICE.			
(OVER)		SIGNATURE	

All students must complete one of these cards to indicate auto ownership.

perpendicular to curbing for most efficient use of available space.

Parking Policies

The campus parking and auto registration responsibility at Fredonia lies with the office of the deans of students. Some of the policies established by the office to regulate and control campus parking and auto registration follow: No freshmen or sophomores, except commuters, are allowed the privilege of having automobiles at the college. Commuters are defined as students living at home during the regular college year. Special circumstances necessitating cars for those not ordinarily allowed this privilege are considered for each individual by the deans of students.

As a part of the registration procedure each semester, every student must complete a "Statement Concerning Auto Use" card which indicates that he does or does not have an automobile at the college. Until

this card has been signed and submitted, a student's registration is considered incomplete. All students are aware that an inaccurate statement on this card is considered a falsification of record by the college, and may subject a student to disciplinary action such as temporary suspension.

Registration of all student owned and/or operated automobiles, including automobiles used temporarily only, is required. There is no auto registration fee. If an automobile is brought to the college after the regular registration time, it must be registered within 24 hours or on the next regular school day. Any student who has one automobile registered with the college and who replaces or supplements this vehicle with another must register the new automobile as described.

Blue identification decals with serial numbers are provided for all student cars at the time of their reg-

istration. These decals must be placed on the registered automobile within 24 hours after registration.

Campus parking areas for students are designated by signs. Student cars parked outside these areas are ticketed. Semester fines are assessed by the college for tickets received, as follows: first offense, \$1; second offense, \$2; third offense, \$3; fourth offense, loss of driving and parking privilege for the remainder of the semester.

No student with outstanding parking fines from a given semester is allowed to register for the following semester until these fines have been paid in full.

All faculty and staff automobiles display serial numbered red identification decals. While faculty and staff cars parked inappropriately are ticketed along with student cars, these tickets serve as reminders or warnings rather than as statements of

fines to be assessed. It has been our experience that faculty and staff offenses are few.

It is our policy to consider faculty and staff parking to be of first importance. When parking areas set aside for these persons are filled, they may appropriately park in student and visitor areas. As a rule, we do not assign individual parking spaces, for we have found that this causes inefficient use of available space.

Automobiles parked in the visitors area without student identification decals normally are not ticketed. However, tickets are placed on cars without decals which are frequently observed in this area. It is interesting to note that, occasionally, drivers of "visitors" automobiles find time during their visits to carry a class load at the college! These persons are quickly identified, however, through the cooperation of the local office of the New York State Bureau of Motor Vehicles. Bona fide visitors are urged to disregard tickets placed on their automobiles.

Policy Implementation

With the exception of expenditures for maintaining, improving and expanding college parking areas, nearly all expenditures necessary for the administration of automobile parking and registration policies must come from the college parking fine account. This account is maintained solely through the collection of parking fines.

As an economy measure, in part, we have found it worth while to employ student help, at the campus rate of from 75 cents to \$1 per hour, to carry the following responsibilities in this area:

1. At each semester registration, collect and review statement of auto use cards, distribute identification decals, and check students with outstanding parking fines — two students, 48 hours per year.

2. During the regular college year, patrol parking areas, distribute tickets for violations, and return ticket stubs to the office of the deans of students for processing — currently one student, 10 hours per week.

3. During the regular college year, maintain a tri-sectioned file (by name, license number, and decal number)

PARKING VIOLATION

S. U. N. Y.
COLLEGE OF EDUCATION
FREDONIA
(VISITORS DISREGARD!)

TO OPERATOR:

This vehicle is not parked in accordance with College regulations.

Fines for violations are assessed by the College as follows: First offense, one dollar; second offense, two dollars; third offense, three dollars; fourth offense, loss of driving and parking privileges for the semester.

Fines are payable at the Financial Secretary's office, Room 161, Fenton Hall.

HARRY W. PORTER
President

SERIAL. N^o 1130

SERIAL N^o 1130

DATE: TIME:
A. M.
P. M.

STICKER No.:

Blue

Red

If no sticker list

license number:

BRING OR SEND THIS STUB TO:
DEANS OF STUDENTS OFFICE,
ROOM 174, FENTON HALL

Registered

in Name of:

Semester offense number: ()

(over)

DATE

FINES ARE TO BE PAID
WITHIN ONE WEEK.

FAILURE TO PAY WITHIN THIS
PERIOD MAY RESULT IN AN AD-
DITIONAL FINE.

REPEATED VIOLATIONS WILL RE-
SULT IN LOSS OF COLLEGE DRIV-
ING AND PARKING PRIVILEGES!

(over)

NO STICKER ☐ AND/OR
CHECK TWO, ONE FROM
EACH COLUMN:

Alumni Hall <input type="checkbox"/>	Grass <input type="checkbox"/>
New Residence Hall <input type="checkbox"/>	Roadway <input type="checkbox"/>
College Union <input type="checkbox"/>	Reserved Space <input type="checkbox"/>
Fenton (Admin. Bldg.) <input type="checkbox"/>	Visitor's Space <input type="checkbox"/>
Mason (Music Bldg.) <input type="checkbox"/>	Wrong Angle <input type="checkbox"/>
Heating Plant <input type="checkbox"/>	Front of Building <input type="checkbox"/>
Old Main <input type="checkbox"/>	Faculty Zone <input type="checkbox"/>

Issued by:

(over)

Red parking tickets are distributed to all students and faculty members who are guilty of violating State University of New York's parking regulations.

of student automobile registrants, maintain a listing of faculty and staff decal numbers, process stubs of parking tickets distributed, and forward stubs to college finance office for fine collection — one student, 10 hours per week.

The parking fine account is a peculiar account. It thrives in inverse proportion to the degree of effectiveness of parking regulations. To illustrate: Until recently, we have employed three students to patrol parking areas for a total of 30 hours per week; we no longer can afford this! Currently, an average of three tickets are earned each day by student violators. As 420 student automobiles are registered with the college, this amounts to less than three-fourths of 1 per cent violation per day by student drivers. The campus parking situation at Fredonia, in recent years, has not been more satisfactory. And yet, we are faced with a minuscule balance in the parking fine account!

We are convinced that, in the near future, we shall have to consider one or both of the following to solve this problem: (1) a standard fee for each auto registrant, and (2) a subsidization of the parking fine account from another source.

It is not feasible for us to consider a periodical parking fee at this time, as we are not prepared administratively to meet the problems involved in such an operation.

Observations

The foregoing description is not offered as a small-college "parking panacea." Obviously, many of the current policies have been arrived at arbitrarily. Other policies might very well produce results equally good or better. In fact, the preceding is not offered with any real conviction that the policies and methods of operation described will continue to be workable at the college in the years of expanding enrollments ahead. ■

$$\frac{\text{City Codes}}{\text{X}} \frac{\text{College Construction}}{\text{=}} \frac{\text{Court Control}}$$

'The essential point is that the powers, duties and responsibilities assigned and delegated to a state agency performing a governmental function must be exercised free of any control or supervision by a municipality within whose corporate limits that state agency must act.'

T. E. Blackwell

Educational Management Consultant, Washington University, St. Louis

THE board of regents of the universities and state colleges of Arizona authorized an extensive construction and remodeling program to provide the buildings and other facilities necessary for the education of the increased number of students enrolled at Arizona State University. This program was carried out under the supervision of the buildings and grounds department of the university. The city of Tempe, within whose boundaries the university is located, obtained a court stop-order against further construction until the necessary building permits were obtained from the city.

The board of regents filed an action to enjoin the city of Tempe from interfering with the university's construction program, from demanding compliance with its building code, and from threatening or instituting civil or criminal proceedings against the officers of the university. The lower court ruled that the city of Tempe had the power to regulate the construction and maintenance of the university buildings. The board of regents appealed the decision to the state supreme court. The following are excerpts from the opinion of the court:¹

"The essential point is that the powers, duties and responsibilities as-

signed and delegated to a state agency performing a governmental function must be exercised free of control or supervision by a municipality within whose corporate limits the state agency must act.

"The ultimate responsibility for higher education is reposed by our constitution in the state. The legislature empowered the board of regents to fulfill that responsibility, subject only to the supervision of the legislature and the governor. It is inconsistent with this manifest constitutional and legislative purpose to permit a municipality to exercise its own control over the board's performance of these functions. A central, unified agency, responsible to state officials rather than to the officials of each municipality in which a university or college is located, is essential to the efficient and orderly administration of a system of higher education, responsive to the needs of all the people of the state.

"We hold that the city of Tempe may not apply its building codes and regulations to the Arizona State University."

In its opinion, the court referred to a 1906 decision of the supreme court of Kentucky.² The city of Louisville had sought to apply its ordinance relating to a building of the Kentucky Institution for the Education of the Blind, a state supported institution. In holding the city ordinance inapplicable to the school, the court declared:

"The principle is that the state, when creating municipal governments, does not cede to them any control of state property situated within them; nor over any property which the state has authorized another body or power to control . . ."

In 1909, the city of Milwaukee commenced an action to enjoin the board of normal school regents of the state of Wisconsin from erecting a school building within the city without a building permit. In affirming a judgment against the city, the supreme court of Wisconsin held³ that the immunity of the state from municipal regulations applied to the board of regents which was commanded by law "to erect the buildings without regard to the judgment of anyone out-

¹Board of Regents of the Universities and State College of Arizona v. City of Tempe, 88 Ariz. 299, 356 P. 2d 399 (1960).

²Kentucky Institution for the Education of the Blind v. City of Louisville, 123 Ky. 767, 97 S.W. 402 (1906).

³City of Milwaukee v. McGregor, 140 Wis. 35, 121 N.W. 642 (1909).

side its own members, except approval of the plans by the governor."

State institutions of higher education, by virtue of their status as public corporations engaged in performing an essential function of the state, enjoy a number of valuable immunities not granted to privately controlled colleges and universities. For instance, they usually are not subject to the process of garnishment.

The term itself is derived from the Norman-French word *garnir*, meaning "to warn." It is not one of the ancient common law procedures, and in the absence of a statute conferring this right upon a creditor, it would not exist. One must look to the current statutes in force in any given jurisdiction in order to ascertain the duties and obligations of one served with a notice of garnishment.

In some states, garnishment is termed a "trustee process." In Connecticut and Vermont, it is described as "factorizing," and in a few states the more general term "attachment" is employed. The garnishee becomes, in effect, the trustee of any funds or property he may hold belonging to the debtor. The garnishee may not pay it to the one it is normally due, but must hold it and pay it as directed by the court. For instance, if an employee does not pay his bills, his creditor may serve his employer with a notice of garnishment.

In 1907 a federal circuit court held that the board of regents of the University of Idaho was a public corporation and, as such, could not be garnished. The following is an excerpt from the opinion:⁴

"The prevailing, though not the universal, rule is that, in the absence of a statute expressing the intention of the legislature to the contrary, a state, its officers, and its agencies . . . are not subject to the garnishment process. The rule is based upon considerations of public policy."

A mechanic's lien has been defined as a right, created by statute, to procure priority of payment of the price or value of work performed and materials furnished in the improvement of land.⁵ This means that those who are directly employed on a construction project and those who supply material thereto are given the protection

of a mechanic's lien, and that land itself and the improvements thereon are chargeable with the lien. They may be sold to satisfy the lienholder's claims. In the majority of states, such a lien takes priority over an existing first mortgage.

In general, public property devoted to public use is not subject to a mechanic's lien unless it is expressly made subject to the lien statute. A Pennsylvania court ruled that a hospital building used for public purposes was exempt from mechanic's liens, even though the hospital was administered by a private charitable corporation, not a public one. The fact that the hospital was under the

regulations and control of the state was sufficient to give it the sovereign immunity of the state itself.⁶

As instrumentalities of a state, public institutions of higher education enjoy important immunities in the area of labor law. In 1958 a California district court ruled that a strike against the University of California was illegal, since there is, in the opinion of the tribunal, no such thing as the right to strike against the state or one of its agencies performing an essential function of government.⁷ ■

⁶Pennsylvania Electric Equipment Co. v. Phoenixville Hospital, 37 Pa. County Ct. 671 (1910).

⁷Newmarker v. Regents of University of California, 160 Cal. App. 567, 325 P. 2d 636 (1958). See also Annot. 31 A.L.R. 2d 142 (1953).

NEXT MONTH

Administration Study No. 7

Fund Raising

- ✓ What is it?
- ✓ What are the trends?
- ✓ What are the potentials?
- ✓ Role of counsel
- ✓ How to plan development
- ✓ Why Uncle Sam helps

The November issue of

COLLEGE AND UNIVERSITY BUSINESS

⁴Moscow Hardware Co. v. Colson, 158 Fed. 199, 201 (C.C.D. Idaho 1907).

⁵7 C.J.S.: Mechanics' Liens § 1-354 (1948).

'An amazing unanimity of opinion concerning the importance of purchasing practices among the colleges and universities exists today.' Here, in distilled form, are 55 of these key purchasing practices

55 Ways To Purchase for Profit

Part I of a two-part series

James H. Edmondson Jr.
Executive Director
Alabama Association of Independent Colleges, Birmingham

IT'S a cold spring morning in April. The business manager has just become apprised of the current cash situation of the college — it's short!

The dean of students has just checked and rechecked his enrollment situation for the coming year. He wonders almost audibly to himself, "Where are we going to put them?" The president comes into the administration building with a scowl on his face (he's always pictured as the villain so why bother to present a different image). He has just finished talking with the chairman of the finance committee of the controlling body of the institution. Prospects for increased income for the coming year are bleak.

As the president heads for his office he passes the dean of faculty, who advised him that the prospective biology teacher just took a position at a larger institution at a salary higher than old "Ivy Halls" could offer. Once inside his office the president directs his secretary to call an administrative committee meeting immediately.

The senior members of the administration file into the president's office. One by one they tell their tales of woe.

There's nothing really wrong that an unlimited supply of money won't solve. But as so many higher education financial experts have said in recent months, "Where is the money

coming from?" The president hits a logical starting point by saying, "Gentlemen, we simply must trim costs to the very bottom." Fine! This seems to be a reasonable policy, but where is a good starting point?

The foregoing scene probably has been repeated many times on many college campuses. Rising enrollment as a major problem on the campus is well known. However, very few attempts have been made to publicize the more real problem of rising costs. Emphasis is added to point up the seriousness of the problem of rising costs of higher education in a recent U.S. Office of Education bulletin which shows that in a 20 year period while enrollment increased by 250 per cent, costs of providing higher education actually increased 600 per cent.

Where in the business operation of the college have the major increases in cost been incurred? Keezer, writing in the Sept. 27, 1959, issue of *Parade* magazine in the article entitled "America's Worst Run Business: Colleges," charged that at least a portion was in the area of poor purchasing practices. H. J. Heneman, in "Financing Higher Education: 1960-1970," pointed to inefficiencies, particularly in management of small colleges which can least afford inefficiencies of business management as a factor of increased costs.

After recognizing the need for a study in the area of purchasing for

institutions of higher learning as a factor in aiding the reduction of costs, such a study was proposed to and accepted by a doctoral committee as a dissertation topic. The purpose of the study was to determine (1) if there existed any such thing as a set of so-called "ideal" or "recommended" procurement practices which should be followed generally, regardless of the organizational activity for which goods are procured, (2) which of these were particularly applicable to colleges, and (3) the extent to which these practices were followed in selected small colleges.

In order to determine the existence of "ideal" or "recommended" procurement practices it became necessary to make an extensive review of all available literature dealing with purchasing. It became obvious in the early stages of the study that to restrict the analysis of literature to that dealing with purchasing for institutions of higher learning would seriously limit the importance of the research effort. For this reason, literature concerning the procurement of goods and equipment for business, industry, federal, state and municipal governments, and the armed forces, as well as for public schools and institutions of higher learning, was considered. Selected industrial, public school, municipal and college purchasing manuals were also analyzed. Again the purpose in the total analysis was to determine if there were

practices which were common to all activities.

From the foregoing analysis 66 practices were derived. Obviously the fact that a practice is followed in all areas of activity does not mean that the practice is necessarily good or "ideal." By the same criteria it doesn't mean that it should be necessarily recommended for use in a procurement program for an institution of higher learning.

Since 66 practices appeared, from the analysis of literature, to be common to all areas of purchasing activity it was necessary to establish some means of evaluation or determination of the relative worth of the various practices. For this purpose a committee of evaluators was selected. The evaluators were selected from both institutions of higher learning and industry on the basis of their reputations, experience and knowledge of the broad field of procurement. These were the people with the know-how, the "experts" in the field. The nine evaluators who were selected and who agreed to serve represented a variety of backgrounds. They ranged from a purchasing agent in an aircraft industry (perhaps the industry with the most exacting purchasing standards), to the business manager of a small private college and to the purchasing agent for a major university in the "Big Ten."

These evaluators were asked to rate the practices on the basis of a

To minimize red tape, purchasing procedure shall be

rating scale of "absolutely necessary practice," "important practice," "not important practice," and "practice of no value at all." Of the 66 practices submitted to them for evaluation, the evaluators selected 55 purchasing practices as being important or "ideal" for an efficient purchasing program for an institution of higher learning. The results showed an amazing unanimity of opinion concerning the importance of purchasing practices among the evaluators regardless of their backgrounds. One striking outcome of the study was the close agreement between the industrial purchasing agent and the purchasing agent for the Big Ten university. A later investigation showed both the industry and the university to have annual operating budgets of about the same size.

It should be pointed out that this study was not the first effort to establish a set of purchasing criteria or "ideal" procurement practices. It was, however, the first attempt to systematize the effort through a scientific research approach. One of the earliest efforts to set forth certain recommended purchasing practices was by George S. Franks in the 1929 issue of the *American School and University*. This was followed in 1936 by the publicizing of a list of 36 principles for the selection, purchase and management of school supplies and equipment recommended by the committee on supply research of the National Association of Public School Officials. In fairly rapid succession came the National Association of Purchasing Agents' *Handbook of Policies and Procedures, Volume I*, 1939, and *Volume II*, 1942; in 1945, O. G. Sawyer set forth nine basic points of sound procedure for purchases in *American School and University*. This was followed by a doctoral disserta-

tion completed in 1948 by L. F. Abbott in which he presented policies, practices and procedures with special reference to Teachers College, Columbia University. R. E. Elliott listed 20 good purchasing practices in the January 1952 issue of *The Nation's Schools*.

In 1955 the National Committee for the Preparation of a Manual for College and University Business Administration devoted one chapter of *Volume II, College and University Business Administration* to the subject of purchasing. One of the more important efforts in the area was completed in 1959 by the late H. Dean Eyre, former purchasing agent at Utah State University and one of the evaluators used in this study. Mr. Eyre's findings were reported in a series of earlier issues of *COLLEGE AND UNIVERSITY BUSINESS*. Finally, the most recent and finest set of procurement techniques are presented in *Purchasing Handbook*, edited by George W. Aljian and published by McGraw-Hill in 1958.

This rather long historical development of the efforts of purchasing people to present recommended practices is not done for academic reasons. Though it does add perspective to the effort, it is, rather, presented in order to point out the continuing efforts of purchasing people to improve the lot of purchasing and find improved methods for saving money. Furthermore, the author wishes to point out that practices presented here are not necessarily original with him but are the results of years of study and the efforts of many others. In the final analysis the validity or value of the practices presented here are directly dependent upon the vast amount of work done by others and the experience and knowledge of the committee of evaluators.

Using the foregoing background as the base, no further discussion will be made of each or any of the "recommended" or "ideal" purchasing practices derived from the study. They shall simply be listed as finally edited and stated in the study as expressed by the opinions of the evaluators. However, in considering the general statements of recommended purchasing practice the reader should remain aware that they have been derived from the writings of such noted authorities in the field as Russell, Heinritz, Lewis, Abbott, Scheps, Hayes, Eyre, Forbes, Alford, and many, many others.

The following practices are general in nature. It is recognized that because of the individual nature of different institutions of higher learning there will be procedural differences from one institution to another. However, the fact remains that any efficient college purchasing program will embrace the general principles expressed in each practice. The practices are presented in the order of the various functional steps required to be performed in the "act of purchase."

General Purchasing Policy

1. The purchasing policies of the college shall be established by the governing board upon the recommendation of the president and the senior fiscal agent of the college and shall determine the purchasing practices followed by the designated purchasing agent or agents of the college.

2. Written statements of procurement practices shall be prepared and made available in manual form to all affected personnel.

3. To minimize red tape, purchasing procedure shall be streamlined and simple, although sufficiently elastic and flexible for either expansion or

streamlined and simple.'

contraction as educational conditions require.

4. The purchasing practices of the college shall be well defined to prospective vendors and to the community in which the college is located.

5. Purchasing as a function shall be for the purpose of servicing the needs of the other departments in the college which are performing the basic functions of instruction, research and extension to the community.

6. Those charged with the responsibility in making purchases shall maintain the highest level of cooperative spirit with all other departments.

Organization and Responsibility

7. Authority to purchase shall be centralized in the office of the senior fiscal officer of the college, with limited exception. No other person in the institution shall have the authority to bind the institution to a procurement contract.

8. The director of food services, the librarian, the bookstore manager may acquire their specialized needs; in each case, however, authority to purchase is on blanket purchase order of the senior fiscal officer and shall follow the normal college procurement practices.

Ascertainment of Wants and Needs

9. There shall be grouping of frequently used products into as large quantities as possible for purchasing them in advance of the actual needs.

10. The purchasing agent shall check purchase requests against the need and revise quantities in accordance with purchasing policy; the fundamental responsibility of the buyer is to satisfy the need, not necessarily to make the purchase exactly as requested.

11. All purchases shall be in reasonable quantities and consistent with

over-all policies of the college and/or the university.

Origin and Transmission

12. A requisition may originate in any department having occasion to use materials or supplies, but the privilege of issuing these requests for materials shall be restricted to a person or persons having authority over a definite allocated budget amount, at least to the extent that his signature or initial is required as approval or/and authorization.

13. A purchase requisition shall be used to inform the senior fiscal agent of the needs of using departments.

14. The maker of a requisition shall be advised of its approval or disapproval as soon as practical.

Confirmation of Funds

15. Before a purchase order is issued, purchase requests shall clear through the accounting records section to ascertain if there are sufficient unexpended funds available in the proper budget account for the contemplated purchase.

16. A monthly report of expenditures and unexpended balances available for making purchases shall be provided to all affected departments and agencies of the college.

17. No requisition for a purchase shall be allowed to overdraw a budgetary account except by direct authority of the president over his signature.

Judging Suitability of Goods

18. Care shall be given so that quality is not in excess of or less than that necessary to meet the specific need for which a purchase is being made.

19. The purchasing agent shall make purchases on the basis of specifications or use requirements furnished him by members of the staff, making the determination of desired quality a cooperative affair between

the purchasing agent and the using department.

20. Suitability of quality desired by the college shall be described by brand or trade name, or market grade; in the event that neither is satisfactory nor available for a given item, then specifications describing the chemical or physical qualities of the product or commodity desired shall be established.

Sources of Supply

21. Potential vendors shall be selected on their ability to serve the needs of the college in the most economical and efficient manner possible.

22. College buying shall be competitive and all qualified vendors who desire to do so shall be allowed to bid. (Repetitious purchasing shall be permitted on standard items once price has been established by bid or negotiation.)

23. Using departments shall be encouraged to suggest sources of supply; however, authority for the final selection of the vendor shall be left entirely to that individual charged with the responsibility for making the purchase.

24. A college shall, when it is judged to be advantageous and can be done without impairing individuality of operation, participate in some form of cooperative or pool buying.

25. The centralized state purchasing office shall enter into general contracts that permit institutions to place orders directly at an advantageous price based upon a quantity for the entire state, but shall permit the flexibility of placing at the local level orders for commodities acquired more efficiently and effectively.

26. A college shall give preference to local vendors if it is to the general economic advantage of the institution. Local vendors shall be informed of the policy of the college.

Negotiating the Terms

27. The senior fiscal agent shall remain aware of the right price of a given item or commodity through an awareness of published price lists, price information available from salesmen, or published market data; and if price cannot be determined from any of these sources, the proper price

shall be established through negotiation or competitive bid.

28. Quantities purchased at any given time by the responsible fiscal agent shall ordinarily be that quantity which results in the lowest total cost to the college, including the cost of carrying the merchandise in stock as well as its procurement cost. For this reason a requisition may not represent *per se* a directive to purchase a given quantity.

29. In the determination of the right price the senior fiscal agent shall examine prices quoted by several different suppliers to determine which price, in combination with the quality features of the product and the service aspects of the relationship with the supplier, will afford his college the greatest ultimate value.

30. Definite quantity contracts with predetermined delivery dates shall be negotiated or placed up for bid.

31. Where quantity may not be definitely fixed, requirement contracts with estimated but stated maximum and minimum limits and with deliveries to be ordered as required shall be negotiated or placed up for bid.

Placing the Order

32. An order shall be placed through the issuance of a purchase order which shall be prepared after the receipt of an approved purchase requisition.

33. The purchase order shall be signed by someone designated by the institution as having authority to enter into purchase contracts for the institution.

34. Small and emergency orders shall be kept to a minimum. When necessary, such purchases shall be made by the purchasing agent by telephone, and a confirming order shall be sent to the vendor as soon as possible.

Central Stores, Receiving, Inspection

35. A central store shall be maintained for the purpose of maintaining a supply of items most frequently used by the institution.

36. The store shall serve as a central receiving point for all goods being received by the institution with the exception of day-to-day perishable food items.

37. A system of inspection and testing shall be used to ensure that the college is receiving the quantity

and quality of goods for which it has negotiated and issued a purchase order.

Inventory Control

38. There shall be established for all stores items minimum and maximum inventory quantities based on previous use records.

39. A system of inventory control shall be established over the central stores.

40. The inventory control system involving maximum and minimum quantities based upon institutional experience shall be subject to periodic review.

41. To determine which items shall be carried in inventory by the central storeroom, a study shall be conducted periodically to establish those most frequently used.

42. An adequate inventory system requires the maintenance of a perpetual inventory which shall be checked periodically by physical inventory.

43. Departmental inventories shall not be maintained on the campus with the limited exception of certain classes or types of specialized materials used by only one department.

Ethics

44. To maximize the making and keeping of good business relations, vendors' representatives shall be received only by personnel authorized to obligate the college in a purchase contract. (They may, however, be referred to staff members.)

45. Other than lunches or dinners which are vehicles to facilitate normal business objectives, gifts of any sort shall not be accepted by buyers from vendors.

46. Quoted prices are placed in the confidence of the person responsible for purchasing and shall not be revealed in any way to any other vendor or person. (Formal bid procedure is the only exception when bids are all opened at the same time.)

47. Each transaction shall be considered on its own merits with a minimum of personal influence before a decision is made committing the college.

Major Equipment

48. The selection of major equipment shall be based upon due consideration of improved economy in operation, increased productivity, better quality, dependability in use, savings in time or labor costs, and dura-

bility so coordinated that the net result is more efficient and better education at the lowest net cost.

49. Using the requisition and comparative cost data assembled by the person responsible for purchasing major equipment as a basis, the selection of the right equipment shall be a matter for joint consideration by the senior fiscal officer, the head of the department in which the equipment is to be used, the person responsible for making the purchase, the president or his designated representative, and the academic dean if the equipment is of an instructional nature.

50. As a fundamental principle, new major equipment shall be preferred over used; however, when immediate delivery or the desirability of lower immediate cost is of vital importance, used equipment may be bought.

51. One shall consider that the return received by buying major equipment rather than renting it comes from an avoidance or savings of a series of rental payments; if the aggregate savings look large enough, the investment in the equipment is worth while; if it is not large enough, then the funds should not be tied up in such an investment and equipment should be leased.

52. Perpetual inventory shall be maintained for movable equipment of the administrative and academic departments and shall be checked periodically by physical count.

Records and Forms

53. In addition to a requisition and purchase order file, a vendor's record, a specification and blueprint record, and a contract record shall compose the minimum records necessary to an efficient purchasing operation for any college.

54. The minimum forms necessary to an efficient purchasing operation shall be a requisition, a request for quotation, a purchase order, and a receiving report.

Surplus

55. The purchasing agent shall be responsible for the effective disposition of surplus or outmoded articles and, when such action is properly authorized, shall undertake to transfer commodities or equipment between operating departments, as needed, or to sell or trade in those articles no longer of use. ■

(Part 2 Will Appear Next Month)



When the Lights Go Out

Will your campus operate as usual with the aid of emergency lighting or will it be in a black-out? One school has taken effective measures to ensure normal lighting in the event of unforeseen emergencies. Turn the page and discover how.

Raymond J. McCaffrey

Financial Vice President, Pennsylvania Military College, Chester

NIGHTTIME occupancy of school facilities at every educational level has increased concern for adequate emergency lighting, especially when sudden heavy snows occur with increasing frequency. Property and even life and limb are jeopardized when a power failure plunges an occupied building into darkness. Past experience indicates that panic is not unusual, particularly in the first 60 seconds.

Recognizing the dangers of lighting failure in buildings where the public assembles — restaurants, theaters, auditoriums, stores, hospitals and schools — many state legislatures and city councils have established electrical codes, laws and ordinances requiring installation of emergency lighting systems.

Fire underwriters, too, in conditions laid down for assumption of insurance risks, often encourage provision of emergency lighting equipment.

But even where no legal obligation exists, the moral obligation to protect occupants from unnecessary peril and prevent loss of public property is unquestioned. Failure to do so can lead to tragedy and an ugly aftermath of lawsuits and recriminations.

To forestall such unhappy circumstances, and as a matter of routine precaution, the Pennsylvania Military College has installed battery powered emergency lighting equipment in buildings constructed under a college expansion program.

Special Wiring System

A special wiring system running to lights in critical areas such as stairwells, exits and hallways is powered by a central storage battery interconnected with an automatic battery charger and transfer switch. As conventional power voltages fall

below a preestablished safe level the 115 volt battery system automatically and instantaneously assumes the emergency lighting load.

In inaccessible areas such as basement storage rooms, we also employ some 6 volt, self-contained emergency lighting units. These units are designed with battery, charger and lamps integrated with one metal-clad package that can be suspended from walls or mounted on shelves or brackets.

The electrical industry has standardized on use of three nominal voltages for emergency lighting: 6 volts, 32 volts, and 115 volts. Centralized battery emergency power systems are standardized at either 32 volts or 115 volts.

Selection of the most advantageous emergency lighting system is dependent upon the volume of power required to fulfill minimum lighting needs over a given time. The emergency system also must comply with local electrical codes and take into account existent installation problems.

Battery Powered Lighting

Battery powered emergency lighting has been installed in Howell Hall, Turrell Hall, and a new three-story brick residence hall recently constructed as part of P.M.C.'s expansion and renovation program. A similar system will be installed in a fourth hall now under construction.

Housing a total of 317 cadets, the three residence halls required sufficient emergency illumination for unhurried evacuation.

The emergency power equipment, similar in each residence facility, is located in neat, space conserving installations in basement rooms. Included are an automatic charging unit, an automatic transfer switch, and a storage battery.

It is the function of the charger to furnish the battery with a small trickle charge which keeps it constantly ready to operate. To do so, the charger is permanently connected to the main power source. Following an emergency discharge, the charger automatically begins to operate at a high rate, then cuts back to the trickle rate as the battery becomes fully charged.

The automatic transfer switch cuts in storage battery power whenever voltage of the main power source

Left: Emergency lights are recessed in corridor ceilings at Howell Hall. On the emergency circuits in the three new residence halls at Pennsylvania Military College are six corridor lighting fixtures and eight stairwell lighting fixtures. Two 60 watt bulbs are mounted in each fixture. In addition, there are four 60 watt fire escape lights in waterproof fixtures.



Lighting failure on a college campus can take on catastrophic proportions, especially in the event of a fire.

drops below a safe value. The switch cannot return to the normal position until the voltage returns to the safe value. Operated by springs and gravity, the switch is not dependent on any electric contact or power source.

60 Watt Bulbs

On the emergency circuits at the three new residence halls are six corridor lighting fixtures and eight stairwell lighting fixtures with two 60 watt bulbs in each fixture; a fixture containing one 150 watt bulb is mounted in the basement utility control room.

The electrical load of the lamps illuminated by the battery totals 5106 watts for 1½ hours — ample time for orderly evacuation.

P.M.C. long has had storage battery lighting protection in "Old Main" — the college administration building. Besides housing staff offices, Old Main provides classroom space and serves as a dormitory for 140 students. Classrooms in Old Main are used nightly by P.M.C.'s night school, which has an enrollment of 750 persons.

The century-old structure of load-bearing masonry walls and wood construction is wired with an emergency lighting system that is similar to those in the new residence halls. In fact, the system in Old Main provided a model in the specifications for the four new systems. In the event of power failure the batteries will illuminate thirty 15 watt bulbs placed in exits and corridors, plus eight 60 watt stairwell and four 60 watt

outdoor fire escape lights in waterproof fixtures. Each circuit carries a load up to 100 watts for 1½ hours.

In addition, P.M.C. has installed the individual emergency lighting battery units in the storage room, the two boiler rooms, the assembly room, and at the building's principal utility control panel — all in the basement of Old Main.

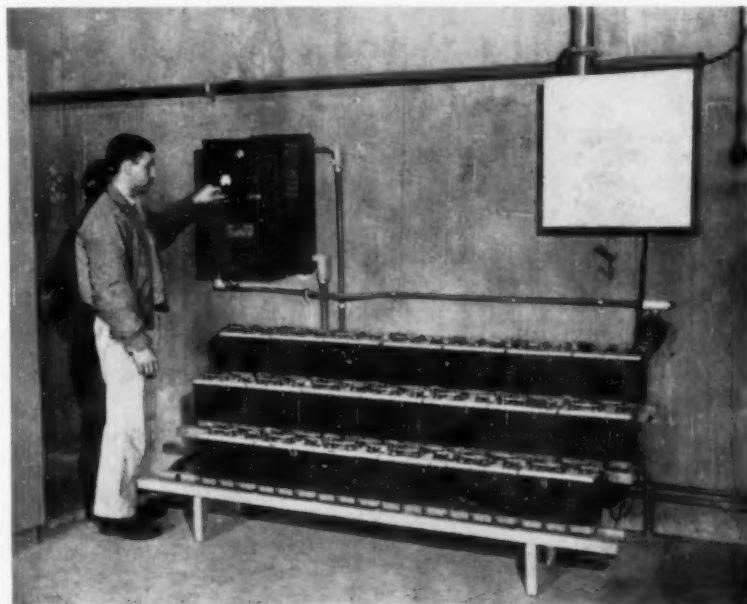
Placed to permit safe egress from the basement, the 6 volt units mount two 25 watt sealed beam lamps. A heavy-duty relay instantaneously and automatically connects emergency

lamps to the battery upon the failure of normal power. The relay also automatically disconnects the lamps and places the battery on charge after normal power is restored.

Each battery system and each unit is test-activated once a week. Each month the water level is checked and water added if needed. At the same time the specific gravity and charging rate of the batteries are checked.

Tested at regular intervals, battery powered emergency lighting has assured P.M.C. of long, trouble-free protection at economical cost. ■

Central battery powered emergency lighting systems at P.M.C. are tested weekly. Lamp load totals 5106 watts for 1½ hours — ample time for evacuation.





The gymnasium, like the entire building, is daylighted through double-glass reinforced plastic skylights. Note new type basketball backstops.

Kenneth Courson

Business Manager, Central Washington College of Education, Ellensburg

A COLUMN-FREE structure, 150 by 390 by 35 feet minimum height in the clear, is an unusually large space for an architectural problem. Several systems of framing such a space were analyzed, and the innovation of a cable suspended roof system on pre-stressed concrete pylons was selected for a number of reasons for Central Washington Col-

lege's Health and Physical Education Building.

By reversing the usual trend and dramatically showing structure on the exterior of the building, a number of advantages occurred: architecturally, an interesting, esthetic solution to what could be a "barn"; from a practical point of view, the enclosure of the net space required for athletic

uses. This eliminated extra high exterior walls, the heating and lighting of 40 per cent more space, which come with truss or arch solutions. Control of temperature in the resulting space is much more easily accomplished. It encouraged the use of controlled daylight through skylights, and, from an interior design point of view, it eliminated the creation of a huge cavern.

Financially, the cable solution brought about a number of economies that resulted in a per square-foot cost of \$14.15, which includes architect's fee and 4 per cent sales tax. From a maintenance point of view, all parts of the structure can be easily maintained from a typical folding scaffold.

The roof is actually floating, except where it connects to exterior walls. Pylons 78 feet high grasp the steel bridge strands which support this floating roof. The ends of the strands are anchored in continuous concrete "dead men," buried 12 feet below the surface. These post-tensioned prefabricated concrete pylons are free-standing and carry very heavy loads. The load at the end of the pylon is so heavy that a half-inch lead plate

Budget and Area Details:

Total Cost: \$1,440,000

\$25,000 football development.

\$1,410,000 total cost for extension of utilities, the building, architect's fee, and sales tax.

99,500 square feet of floor space.

\$14.15 per square foot, including architect's fee, sales tax.

52 cents a cubic foot.

2,700,000 cubic feet.

Main Building: 150 feet wide by 390 feet long.

Main Gymnasium: 150 by 120 by 35 feet high at minimum.

Upper Gymnasium: 150 by 80 by 20 feet high at minimum.

Apparatus Room: 40 by 60 feet.

Two four-wall handball courts.

Classrooms (two), storage and restrooms on second floor.

Locker rooms on first floor for girls, men and visiting team.

Miscellaneous storage on first floor.

Field House: 150 by 150 by 35 feet high at the minimum.

16 offices as well as two classrooms and restrooms open off entrance lobby.

Frame a Physical Education Building

Put the structure on the outside of the building
and suspend roof with galvanized bridge strand

has been placed under the bottom of the pylon to equalize the pressure on the concrete. Architects of today are finally adopting lessons that Roebling placed before the world in 1883 in his Brooklyn Bridge.

The cables for the building are galvanized bridge strand, 1½ inches in diameter.

The building structure was assembled out of a number of precast lightweight concrete components welded together. The wall panels were 30 feet square and weighed 25 tons. They are surfaced with pink crushed marble to give a permanent color and to eliminate painting.

The roof structure was designed as a flexible element. Under full snow load, a deflection of 6 inches at the center will occur. Oddly enough, concrete purlins were used to help weight the roof down, since the uplift caused by high winds — which are common in the Ellensburg area — is very great.

The entire building is daylighted through double-glass reinforced plastic skylights. During the daytime, electric lights are seldom used. During the winter, solar heat is trapped to help with the heating of this large

space. By the use of electrically operated louvers, heat loss is reduced at night. In the summertime, louvers may be closed, placing the room in shade against the summer heat.

Basketball backstops are of a new design, and all are electrically operated. The field house has a treated earth floor. The swimming pool building is 70 by 98 feet, with a concrete folded plate roof and folded plate exterior walls. The 4 inch roof panels spanning 70 feet have been post-tensioned. The swimming pool has roll-away gutter, permitting continuous skimming action, a balancing tank, diatomaceous earth filter. The room is acoustically treated with sprayed limpet.

The building throughout is colorful: magenta trim in the swimming pool, adding more color to the sienna pink walls; Chinese orange, gray and marigold yellow in the main gymnasium; jonquil, orange and French gray in the locker rooms; spruce green in the field house; purple, yellow and pink in the huge main lobby; flamingo pink for trim outside of the building.

The building was designed by Ralph H. Burkhard, architect, Seattle.



Exterior corridor of the gymnasium shows esthetic structural supports.

The Art of Budget Preparation

How graduate students learn budget technics for personnel work

Melvne D. Hardee

Professor of Higher Education, Florida State University, Tallahassee

WRITING in the *New York Times* magazine section, an analyst commented, "The federal budget is a huge document, larger than most metropolitan telephone books, and infinitely bleaker reading. It weighs 6 pounds 9 ounces, and even those who are forced by the nature of their work to read it have been known to wind up talking to themselves. Nevertheless, we all have a stake in the budget and in that knowledge we grow intensely interested in it. It has become a conversation piece."¹

Budget — its preparation and presentation — is more than a conversation piece among student personnel trainees of the department of higher education at Florida State University, Tallahassee. It is recognized by the department that (1) the student personnel worker and his philosophy and (2) the institution and its budget must be integrated in order to achieve a top-flight program of student services.

Students preparing for positions as deans of students, deans of men or women, supervisors of housing, directors of counseling, placement, financial aids, or other phases of student personnel work need a program emphasis that will enable them to cooperate effectively in the preparation

and administration of budgets of units under their direction. In offering this specific training, the department of higher education is faced with two concerns: (1) What shall be taught graduate students about budget preparation and administration in student personnel work? (2) What source materials are available for the teaching?

The content of course work relating to budget study at Florida State University is built on the following: (1) study of results of surveys of practices among student personnel administrators in institutions of varying size and type; (2) lecture and discussion by the university controller; (3) use of materials relating to budget in various publications, and (4) the actual

The author (black dress) meets with graduate students to discuss budgets.



¹Johnson, Eric: Take an Ax to the Budget — But Where? *New York Times* magazine, April 19, 1955, p. 12.

working out of a student personnel budget for an institution in the state. These activities are recognized as minimal for the growing sophistication of young student personnel trainees at Florida State who will themselves be administering departmental budgets, some in excess of half a million dollars.

Poll of Practices

That a variety of practices exists with respect to preparation and presentation of the student personnel budget is affirmed in results from polls of representative schools and colleges. In 1954 the author polled some 30 institutions, posing the following questions:

1. What principles and procedures do you observe in preparing and presenting the annual budget for the area of student personnel services?

2. What channels do you follow in obtaining budget approval?

3. What suggestions have you for the employment of more effective budgetary procedure?

The returns point to a variety of practices, the following categories being evident:

1. *No budget participation:* The replies tending to indicate "no budget" and "no budget participation" for student personnel came from several private or state supported institutions with student enrollments falling below 2500. Their statements showed (a) absence of over-all budget to cover aspects of student personnel work; (b) budget procedures not expected to be set until sometime in the future, and (c) services in the area of student personnel work provided on a purely voluntary basis. In the last instance, the comment was made, "The dean of students is paid as a department head. The testing director and other counselors are added from the budget of the president."

2. *Informal budget activity:* In several private institutions enrolling 500 students or fewer, replies indicated: (a) informal budgetary procedures with personal conference taking place between each head of a student personnel service and the administrative committee charged with presenting the budget to the board of trustees, or (b) the practice of each head of a student personnel service consulting directly with the president of the institution. In these instances,

the separate offices did not submit formalized budgetary requests.

3. *Standardization through state pattern:* Institutions in the state college system of California commented upon the channels established for budget processing. Respondents commented that student personnel services are a well accepted part of the pattern. Established channels of communication on budget proceed from the dean of students, to the president, to the state department of education, and to the state department of finance.

4. *Widespread deliberation in budget making:* As suggested in the foregoing category, a broad participation of student personnel workers in budget matters is followed in increasing numbers of instances, in private as well as public institutions, and in small as well as large colleges or universities. A spokesman for a large private institution comments:

"In our institution, the dean of men and dean of women operate on a common budget which is termed the budget of the office of student personnel. Our steps in budget preparation are these: (a) A joint conference between the dean of men, the dean of women, the provost who is budget director, and the treasurer of the university. (b) Then follow a series of conferences with staff members and advisers to organizations who figure in our budget. (c) Budget adjustments take place. (d) A more detailed conference with the budget director is held on matters relating to the revisions. (e) After this final conference, the budget is presented to the provost whereupon we wait for word indicating further revision."

A spokesman for a large state university cites the *modus operandi* as established in his institution:

"A total budget is prepared for the division of student personnel with each subdivision of the whole area asked to submit budget requests. The dean of students brings the total budget together. The channel through which the budget moves is from each departmental office to the dean of students, to the vice president in charge of educational services, to the treasurer. The treasurer works with a committee, which group, in turn, consults with the state budget committee."

In a follow-up of approximately 20

institutions in 1960, replies to the original questions contained the following important prefaces:

1. *Necessity for continuing budget education* as cited by the dean of students in a private metropolitan university: "It is necessary for us to do much educational work within the budget request, outlining not only the reasons for the program but also our basic philosophy as we see it developing in student personnel services. At the present time, we submit our proposal as a division to the vice chancellor in charge of educational affairs."

2. *Necessity for continuous budget preparation* as viewed by the dean of students in a state supported metropolitan university: "Work on the budget is never finished. I have already turned in a budget for 1960-61. To do this, I shall meet with the heads of each department to go over the financial picture with them as it has been structured by the university budget office. Each department head, in consultation with his staff, will prepare a budget request which will forecast the needs in personnel, equipment, supplies for more than two years hence."

3. *Necessity for vigilance in keeping the program intact* as viewed by a dean of students in a state supported technical institution: "We learned many years ago that people responsible for student welfare must be constantly on the alert to keep decisions from being made without their knowledge and to keep others from usurping responsibilities that should rest with those handling student affairs."

4. *Necessity for close cooperative working relationships with budget officer* as cited by a dean of students in a southern state university: "On all budget matters in my division, I work with the budget officer. The recommendations of the budget officer are communicated to members of the department of student personnel. The recommendations of these department heads are covered in conference with this officer as budget is in preparation."

Trainees Benefit

This poll of practices affords graduate student personnel trainees an opportunity to attend to the advice of the "wise old owls" in administra-

It is hoped that budget in the area of will be less a conversation piece and

tive posts. On occasion, visiting administrators from other campuses are available to discuss their own adaptations of the foregoing procedures and practices with the graduate classes.

Discussion by the Controller

As often as possible, the controller of Florida State University is asked to meet with the graduate classes in student personnel training to sketch the relationships he adjudges as optimum in effecting good budget articulation between his office and the office of the dean of students.

In these presentations stress is laid upon: (a) the work of the controller and his staff; (b) the institution's budget calendar and its relationship to the budget activities in the area of student personnel; (c) the forms to be expedited by the student personnel administrator in budget processing; (d) the ratio of student personnel expenses to over-all instructional expenses; (e) the dean of students as an administrator who must be knowledgeable in matters of institutional finance, and (f) some comparisons of budgets among institutions in the state.

Among the questions posed by students to the controller on these occasions are the following: At the out-

set in budget preparation, is the dean of students given a total sum within which to work? Where do moneys from student fees fit with reference to this sum? What is the general breakdown of the budget for student personnel? How does a contract with a commercial food agency alter the budget of the student personnel area? How does the budget of X institution in our state compare with the other state budgets with reference to student personnel allocations? What rule of thumb can be used in the allocation of funds to the student personnel area? In what ways would you hope that the chief student personnel administrator would work with you? What would you suggest that a prospective dean of students learn about finance and budget? What readings on budget would you recommend to prospective student personnel workers?

Use of Published Materials

Although the cupboard housing the literature relating to budget is not bare, the "provender" is relatively spare! Student personnel trainees must do considerable searching to find reference in the literature which apply specifically to their field. Volumes most frequently consulted are "College and University Business

Administration," Vol. I and Vol. II.² A study of administrative and general expense which places student welfare in one of three major categories is another reference used by graduate trainees.³

Some basic understanding of college budgeting which grounds the student in the vocabulary of the budget appears in a publication of the Southern Regional Education Board.⁴ An introduction to the various charges assumed by students is given in the work of two experts contributing to a general study of institutional finance.⁵ Bibliographic listing concluding these articles is helpful.

That more — much more — in the literature must be available for the intensive study of student personnel trainees is evident. From my recollection, only one meeting of the American College Personnel Associ-

²American Council on Education, College and University Business Administration, Washington, D.C., 1952.

³Analysis of Expenditures for Administrative and General Purposes, Col. and Univ. Bus. 19:44 (November) 1955, and 19:39 (December) 1955.

⁴See Understanding a College Budget, No. 3, in Financing Higher Education, Atlanta, Pp. 1-6.

⁵Millett, John D.: The Role of Student Charges, and Tickton, Sidney G.: The Long-Term Budget Projection: A New Management Tool for Colleges and Universities, Financing Higher Education, 1960-70, McGraw-Hill Book Company, Inc., 1959, Pp. 162-182.

student personnel work

more a research parcel¹

ation in the last decade has dealt with student personnel budget. An all too brief summary of this meeting ensued. Panel members, after a brief discussion of the definition of *budget*, posed the question: "Where do personnel services fit into budget making? Are they *administrative* or *instructional* services?" The contention was that student personnel services are an integral part of the *instructional* program. Participants concluded that there was no one pattern of organizational structure for budget planning; the pattern was adjudged as fitting the particular institution.⁶

Nor is the literature of student personnel budgeting likely to be increased by the studies of master's and doctoral candidates in their pursuit of advanced degrees. An examination of a compilation of recently completed research fails to disclose any unpublished papers dealing with this aspect of student personnel work.⁷ The question persists, "How will the prospective student personnel worker

learn the role of wizard of finance?" How, but by *exercise*?

Student Personnel Budgeting

With an eye to affording actual practice for Florida State University student personnel trainees, a major project has been designed for an advanced course in the department of higher education, "Organization and Administration of Student Personnel Work." Each student familiarizes himself with the educational aims and goals of the new University of South Florida, Tampa, and thereafter details the expenditure of a first-year student personnel budget.

Students are aided in understanding the "climate of learning" of this campus by reading three selected references.⁸ After discussions in class, each student begins to work on the allocation of funds for the various student personnel services. The individually ascribed budgets take into account salaries, operating expense, and capital outlay for the areas included in the plan of comprehensive student services. With the project

completed, students are privileged to review the actual *approved* first-year budget of this institution to note points at which their implementation of the program for student services agrees with or differs from the actual.

While it is obvious that one such exercise does not produce a magus with an infallible formula for finance, the exercise *does* promote the graduate student's utilization of the literature available, his continued discussion with the controller, and his more penetrating review of statements contributed by student personnel administrators in the polls cited earlier.

Future for These Figurings

It is hoped that budget in the area of student personnel work will be less a conversation *piece* and more a research *parcel*. The elusiveness of the subject for study is attested by an expert who sees this aspect of unit operation in its proper relationship with total institutional budget:

"There are two situations that increase the difficulty of critical analysis of budgets for student personnel services. The *first* is the lack of clear-cut definition of just what constitutes student personnel services The *second* is the differences among institutions in the manner in which some of the student personnel services are handled A definitive study needs to be made by a representative committee numbering business managers and accountants, personnel people, top-level administrators who are accustomed to use expenditure analyses in setting up budgets, and finally some persons representing the research approach who have experienced difficulties in good budget analysis."

"The call to action is clear. Communication among business officers and student personnel workers *within the campus* presages the possibility for extended communication between and among business officers and student personnel administrators *countrywide*. Perpetuation of 'budget bafflement' among graduate trainees in personnel work in higher education is inevitable *unless* cooperative effort among leaders in these several specialties is sought and won." ■

⁶Planning and Presenting the Student Personnel Budget, a program presented at the American College Personnel Association, Chicago, April 1, 1955.

⁷Research in School and College Personnel Services, summaries of unpublished studies, September 1956-September 1958, U.S. Department of Health, Education and Welfare, Bulletin 1960, No. 10, Washington, D.C.

⁸Accent on Learning, Bulletin of the University of South Florida, Vol. I, No. 1, 1959. Allen, John S.: Planning the Nation's Newest State University, Current Issues in Higher Education, 1960, Washington, D.C., Pp. 36-39. Also, Allen, John S.: A New University Is Born, Coll. and Univ. Bus., 29:34 (July) 1960.

⁹From a letter directed to the author by John Dale Russell, director, Office of Institutional Research, New York University, Aug. 1, 1960.



Boxcar of food supplies arrives.

How To Buy Groceries

Otto E. Unger

Assistant Director of Residence Halls, University of Illinois, Urbana

EVERY mother who has cooked for one energetic teen-ager will appreciate the job of the assistant director of university residence halls at the University of Illinois. Meals for 6000 students are my responsibility.

A typical "shopping list" from our files (this one for a Wednesday dinner) includes:

Roast beef1875 lbs.

Potatoes1680 lbs.

Mixed vegetables1083 lbs.

For salad:

Apricots186..1 lb. cans

Prunes 56..1 lb. cans

Lettuce200 lbs.

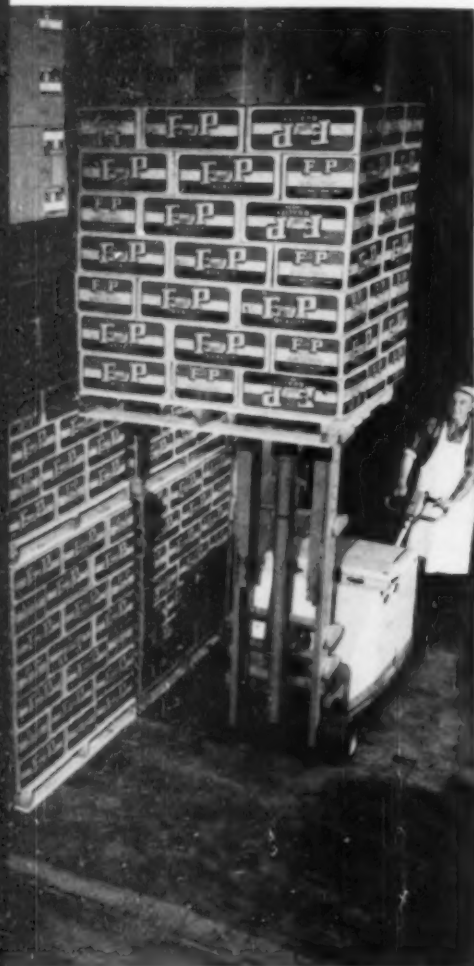
Boysenberry cobbler . 210 pans
(cutting 28 to pan)

Coffee18 lbs.

Milk450 gal.

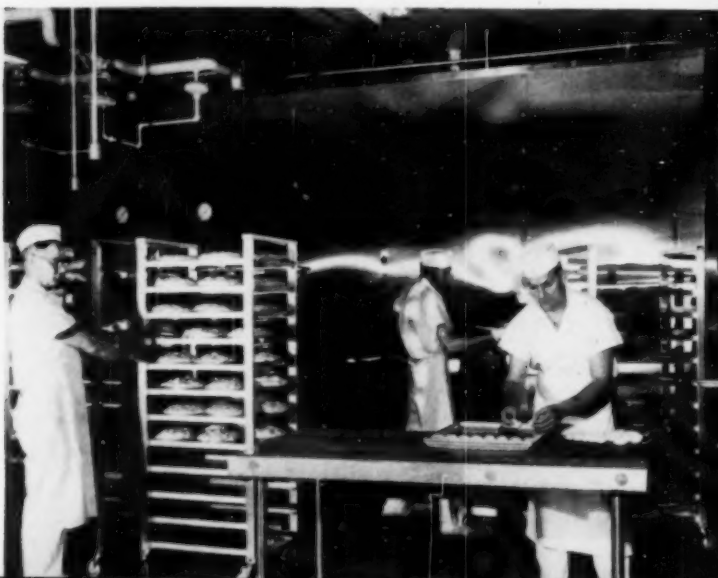
Bread300 loaves

This job cannot be met with a supermarket cart. Food comes to the university's central food stores building in boxcars and refrigerator cars. The main storeroom can house 70 carloads, the deep freeze can hold



Inside the University of Illinois' central food stores building a storekeeper stacks supplies. Main storeroom holds 70 carloads; deep freeze, 20 carloads; meat room, two carloads.

The university's bakery can turn out 540 pies in an hour.





Cooking is a big job too. In a residence hall kitchen, the head cook and her assistant mix 60 pounds of meat at one time.

for 6000 Students

another 20 carloads, and the meat room two carloads more.

Meatcutters there do such jobs as cutting 6000 thick chops in two hours. The bakery can make 540 pies an hour. The whole operation is geared to take advantage of economies of large-scale purchasing and efficient processing.

From central food stores, supplies go to kitchens serving dining rooms of the university's men's and women's residence halls. Here there is a big cooking job. Soups, for example, are

prepared in kettles holding 85 gallons each.

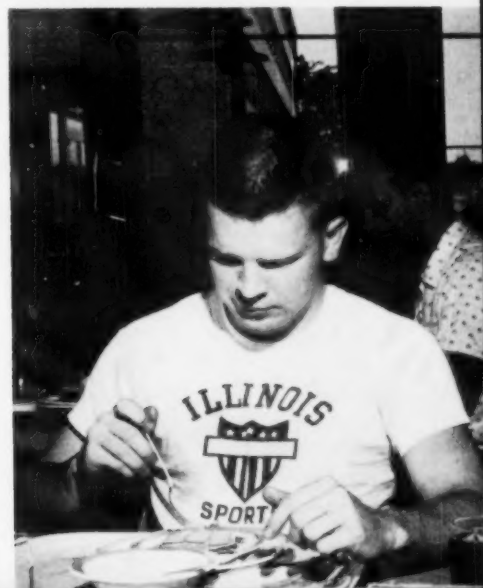
Though food starts in large quantities, it all comes down to bite size for the student. Cooking may involve institutional size thinking; dining is a personal matter.

In women's halls, eight sit at a table; in men's halls, 10. Students may have all the milk, hot chocolate, coffee or tea they wish. They can have all the seconds they want on vegetables, soups, bread and some other foods.

Two meatcutters turn out 6000 thick chops in two hours.



Above: Salads by the dozen. Below: Although food arrives in boxcars, it ends up in bites for 6000 students.





Big Drawing Card:

Organizational Plaques

One of the problems facing students that belong to organizations is communication with other groups and with each other. A simple solution has been devised by this union.

Robert H. Steuck

Student Union Director, Wisconsin State College, LaCrosse

INQUIRIES by high schools and college groups regarding the attractive organization plaques in our Student Union could mean that other educational institutions are looking for a workable, inexpensive aid to the student organizations' communication problem.

Organization plaques are not new or original to our campus. They have been used for more than 15 years at Wisconsin State College at LaCrosse. The idea was developed by a faculty member and a maintenance man after seeing another institution's clipboard arrangement.

The colorful and easily operated plaques draw viewers as well as hundreds of daily users to this area of our Student Union. A particular organization, may it be an interest club, sorority, fraternity, student governing council, or a religious group, announces meetings, changes in plans, or receives notices from other groups, administrators, advisers or officers just by attaching notices under its plaque. The members of organizations soon form a habit of checking under their plaques daily to be brought up to date on the latest news. Having all the plaques in a central location enables the more active students to check under two or more plaques.

Construction is inexpensive and can be done in an institution's own workshop or by the maintenance staff. Total cost depends on material, labor and talent available. The backboard of our 24 foot panel comes in 4 foot sections of walnut plywood. Each section is 4 feet high with a walnut trim around the outer edge of the entire panel.

The plaques are of quarter-inch birch plywood, 9 inches by 12 inches. A birch headboard is attached to the walnut panel with two screws which pass through the headboard, then through a narrow strip of spring steel into the panel. The two narrow strips of spring steel are used as clips to hold the communication material against the backboard. The plaques are attached to the headboard with two small hinges.

Each plaque has a colored design or lettering for purpose of identification. A talented student, an arts and craft committee, or an institution's art department can create eye-catching identification marks for each organization. ■

How To Recruit Residence Hall Staff

Administrators would do well to take
their heads out of the clouds and give
a second look to staffing the residence

John M. Yarborough and Mrs. Robert A. Cooper

Director of Housing and Senior Head Resident, Respectively
San Diego State College, San Diego, Calif.



IT STANDS to reason that on-campus housing will be suffering growing pains. Educators anticipate a tremendous increase in enrollment within the next 10 years, yet no definite, or at least completely satisfactory, solution has been reached for finding enough trained and qualified persons to staff residence halls. Some administrators are hiding from this problem, much as the ostrich does, and others, with their heads in educational clouds, fail to realize the very positive attributes of employing a trained head resident.

The results obtained from questionnaires sent to 44 public and private colleges and universities throughout California, Washington, Oregon, Idaho and Nevada would suggest a presentation of the wide divergence in methods used in the selection of head residents.

There is an amazing range in requirements of age, scholastic background, counseling experience, and responsibilities, and even salaries. There appears to be no definite pattern of procedure, even for the colleges and universities subsidized by the same state. Therefore, in light of the tremendous increase anticipated in enrollment, and subsequently in college housing of men and women, the great need for trained personnel becomes apparent. There was an al-

most unanimous recognition by the respondents of the urgent necessity for an adequate training program.

One conclusion seems to be evolving. It is the important part played by the well run residence hall in the total collegiate development of the student. Because of this increasing awareness, college administrators and housing directors, especially where new programs are being established, find themselves faced with an almost insurmountable task.

Some of the reasons for this situation can be explained, at least in part, by the answers to the questionnaire. The areas covered fall into the following classifications (with 90 per cent response from 44 schools*) with the attendant figures.

Business Procedures

- A. Selection by — dean of students, 45 per cent; director of housing, 22 per cent; committee, 22 per cent; others, 11 per cent.
- B. Contracts — 9 month, 22 per cent; 10 month, 30 per cent; 1 year, 45 per cent; indefinite, 3 per cent.

*Reason: Personal acquaintance with respondents, the vast majority of whom are members of California Association of College and University Housing Officers and have attended most of the meetings.

- C. Tenure — 2 years, 0; 3 years, 33 per cent; never, 67 per cent.
- D. Annual salary raise — yes, 65 per cent; no, 28 per cent; non-specific, 7 per cent.
- E. Room and board in addition to salary — 66 per cent.
- F. Starting annual cash salary, 9 month — minimum, \$1000; maximum, \$4500.
- G. Highest annual cash salary — range, \$1000 to \$6000.

For the most part, there is no sliding salary scale in terms of number of students housed. It is also interesting to note that, although all schools give head residents Christmas vacation, in those having a nine-month contract, 75 per cent charge it against annual vacation; 56 per cent get Easter vacation, and 31 per cent have time off between terms.

Considering the wide range in salaries alone, it is obvious that the better salaries will attract more qualified applicants for the position of head resident. Many students equally in need of trained guidance will be without it. In some of the low salary groups, however, the responsibilities were commensurate with the pay, as evidenced in college housing for advanced and/or graduate students, where little or no supervision was required. These institutions depend upon graduate assistants to as-

sume many of the minor custodial responsibilities.

A retirement system, which is ordinarily an important factor for head residents, was present only in 56 per cent of the schools contacted. The median age for hiring was 51, with 75 per cent being widowed. The mandatory age for retirement ranged from 62 to 70 years of age — the latter being true in 44 per cent of residence halls. The largest percentage had a three-week vacation but 41 per cent were allowed no monthly week end free.

Free week ends for head residents present a problem for which there seems to be no definite solution. Although 41 per cent were allowed no monthly week end free, several institutions permitted head residents to be absent any week end but deducted the time from annual vacation. Thirty-three per cent granted one week end free but in several of these colleges an assistant head resident was already employed.

Free time, which is so vital to a person constantly surrounded by large numbers of students, is a major concern of many administrators. Where there is only one head resident per building, an already difficult situation is further compounded when students are used for desk duty with the head resident being required to supervise the office five days a week.



Qualifications

The next phase of mutual interest to housing directors and head residents alike would seem to be the qualifications required. An encouraging and gratifying result of the questionnaire was to determine the emphasis placed upon the following (the respondents were asked to rate

in order their first, second, third and fourth desirability):

A. Demeanor and social presence — 70, 18, 8, 6

Appearance — 15, 63, 22, 0

Physical health — 9, 6, 33, 52

Social background — 6, 12+, 66+, 42

All percentages are to 0.5 per cent. It should be noted that three respondents did not complete this question because they felt that individual personality must be considered in terms of the respective type of residence hall, i.e. male, female, graduate or undergraduate.

Since this questionnaire invited comments at the conclusion, this particular item elicited much interest. It might be worthy of note that many of the college administrators want this type of person, but they also desire personnel training and administrative ability.

B. Educational background — college: none, 15 per cent; 2 years, 24 per cent; 3 years, 5 per cent; degree, 51 per cent; master's, 5 per cent.

Teaching experience: none, 94 per cent; Yes, 6 per cent.

Previous experience in residence halls: Yes, 16 per cent; No, 84 per cent.

Responsibilities

The responses under the classification "Responsibilities" were so varied as to make them extremely difficult to tabulate. Housekeeping supervision ranged from actual time involved, between 10 and 37 per cent, to preferred time 25 to 75 per cent. Similar variants were evident throughout in time spent counseling, attending house meetings, student disciplinary action, and so forth.

1. *Housekeeping Supervision.* The range in actual time involved was from 0 to 37 per cent, with a median figure of approximately 20 per cent. Preferred time had a low of 5 per cent with a corresponding high of 75 per cent. But the vast majority preferred 10 per cent of the time devoted to this phase of the work.

2. *Basic Business Procedures.* In this area, actual time involved varied from 5 to 35 per cent. The greatest number of head residents used about 10 per cent of their time in this manner. Preferred time coincided closely with actual practice.

3. *Counseling.* This area showed the greatest divergence in actual practice, with percentages varying from 5 to 55 per cent. The median figure devoted to this responsibility was 50 per cent. Here, too, the average respondent felt that the time was inadequate for this phase of work.

4. *Student Wing Government.* For the most part, 10 per cent was the approximate time spent in this area. This seemed to correlate well with the basic desires of administrators.

5. *Campus Functions.* The median figure for this activity was 12 per cent. Actual percentages were from 5 to 25 per cent, with preferred time varying from 5 to 10 per cent.

6. *Decorum and Dress in the Dining Areas.* Nearly all colleges agreed that this was a function of the head resident. The time involved, between 1 and 5 per cent, was considered adequate.

7. *Proper Dress in Public Areas of Residence Halls.* A number of the respondents stated that this was basically a problem of student government. Therefore, the amount of actual time involved varies from 1 to 3 per cent. A number of individuals believed this was adequate.

8. *Men and Women Visitors in Social and Recreational Areas.* Tabulation of figures in this area revealed 1 to 25 per cent in actual time spent. Half of the group replying stated that the average was 5 per cent, which was considered sufficient. A preference was shown for a greater concentration of effort in other fields.

9. *Student Disciplinary Action.* A median figure of 7 per cent was noted here in a range of from 3 to 20 per cent. Preferred time to be spent was stated to be 10 per cent. Many respondents qualified this figure by remarking that, as student government strengthened, head residents would be required to devote less time to this.

10. *Amount of Time Head Resident Serves on House Judiciary Board.* Forty per cent of the replies indicated that this was not considered a proper function of a head resident. The figures varied between 0 and 10 per cent on actual and preferred time spent.

Inservice Training Programs

The data on "inservice training programs and status" proved very en-

'While there is a great interest evidenced for inservice training programs of a professional nature, there is little being done about it.'

lightening, pointing up a major problem area. For a preregistration program the figures were: two days, 20 per cent; three days, 40 per cent; five days, 20 per cent; none, 20 per cent. Only the five-day program could begin to scratch the surface, and not even then in a newly established program, unless the head resident had much previous experience.

Regularly scheduled meetings with resident assistants appeared more adequate and consistent — the majority meeting each week, a minority met only monthly — there again probably influenced by the scholastic status and age of students involved. It was a hopeful sign that in 90 per cent of the cases the head resident was invited to attend the resident assistants' meetings.



Only in 16 per cent of the institutions does the head resident have faculty status, while 18 per cent attend faculty meetings. An encouraging note toward professionalization was indicated by the fact that 31 per cent of the schools provided one or more professional periodicals for head residents.

The crux of the problem of getting adequately trained residents is probably best exemplified by the response to the question, "Do you contemplate regularly scheduled training classes for head residents?" The answers: "yes" 22 per cent, and "no" 78 per cent. It would seem imperative to

make every effort to reverse these percentages. Recognizing the emotional, educational and maturing impact of a head resident upon the in-residence student, it is vitally important to have this position filled by a person whose training and background are adequate for the task at hand.

On the same level of importance is a close cooperation between the head residents and the college authorities with whom and for whom they work. Some recognition of the head residents is evidenced by the fact that they were included, by half of the schools, in the introductory program for new faculty. Head residents were also invited to be members of the Faculty Dames and similar organizations in 68 per cent of the cases.

In 62 per cent of the institutions contacted a preference for the title "head resident" was shown, while 28 per cent thought that "director of XX hall" gave more identity and prestige. Only 2 per cent preferred "house-mother," and 6 per cent "resident counselor."

Miscellaneous Data

In an attempt to make the position of head resident more attractive, the following items were considered: living areas, additional compensation for summer work, appropriate title, manifested interest in a professional and academic program.

One-fourth of the schools provided a private entrance to the living quarters. Regrettably, soundproofing the head resident's suite was provided in only 56 per cent of the cases. Twenty-two per cent provided an additional bedroom in the living quarters in order that the substitute would not have to use the head resident's bedroom. Thirty-six per cent of the institutions favored a 10 month contract, with additional pay for summer

work. A number of the respondents stated that their schools had not developed a program of this type, but believed it an excellent idea.



All schools except two expressed great interest in having the head resident attend an academic program oriented to professional housing. Eighty-six per cent felt that this program should be for at least two months during the summer. Only 10 per cent favored a one-month program, while 4 per cent believed a nine-month course was desirable but impractical in terms of time away from the job. Only three schools did not contemplate a summer training course at a future date, but all were interested in such a course being instituted.

It might be well here to make some constructive suggestions for solving the problem. The inequities for which a solution must be found fall into the following classifications:

Residence hall head with broad rather than narrow academic background.

Compensation commensurate with qualifications.

Better living conditions and more free time for counseling, as well as personal endeavor.

More status and inclusion in college faculty activities.

This data points up the main problems — no trained individual will

accept a low salary, lack of status, poor working conditions, and inadequate free time. On the other hand, to get support — not only in funds but also in cooperation from the college administration and faculty — it is necessary for the residence hall program to demonstrate by results that it is important as a complement and supplement to classroom activity and contributes to the development of the student as a whole.

A Few Suggestions

From the group which was asked (in a letter accompanying the questionnaire) for ideas on solving the problem, many pertinent suggestions evolved.

1. Summer courses dealing specifically with residence hall work — also include same in general college curriculums. These courses should be without charge.

2. Increase salaries and benefits of residence hall heads.

3. Include residence hall heads on faculty committees dealing with student personnel services.



4. Place emphasis on inservice training programs.

Conclusions

Certain conclusions can be made when the position of the head resident is viewed in relation to the five major areas surveyed in this questionnaire if the head resident is to fulfill her responsibilities of implementing an educationally productive program within the residence hall.

1. The selection and business procedures involving the head resident

indicate that there is no conformity in the pattern in terms of actual selection. Contracts, salaries, annual raises, vacation, free time, and retirement vary from institution to institution.

It would seem apparent that the conclusion to be drawn is that the head resident does not enjoy the same degree of security in relation to duties, salaries, annual raises, and tenure that are afforded many administrators and the majority of faculty.

2. Qualifications of the head resident vary in educational requirements, teaching and prior counseling experience. No basic agreement exists in the choice as regards appearance, demeanor and social presence, physical health, and social background. While the median age is 57, this does not conform to the basic wishes expressed by the respondents, who preferred an age range between 40 and 55. The obvious conclusion is, then, that the head resident often is chosen because of immediate need, with a relatively few qualified applicants available. Therefore, it becomes apparent that most administrators have a definite concept of the type of person who would best serve the need, but are unable to hire her where there is a constantly expanding program.

Responsibilities

3. Housekeeping supervision and basic business procedures, in actuality, require too large a percentage of the head resident's time. Those who replied believe that counseling, student government, basic matters of dress and decorum were being inadequately treated because of an already overloaded daily schedule. The majority felt that petty details nullify much time that could be effectively utilized for the academic and social growth of the individual student. One draws the conclusion, then, that additional funds must be obtained to relieve the head resident of duties of housekeeping and business procedures if the residence hall student personnel program is to be developed to the optimum.

4. The inservice training program and the status factor of the head resident is one that reflects an area of much inadequacy. This is evidenced by very minimal preregistra-

tion programs and scheduled meetings with administration and faculty. It would appear, therefore, that there is little recognition in terms of faculty status or effort to provide regularly scheduled training programs where the head resident might have an opportunity to improve professionally.

The conclusion drawn is that the head resident, who is already working at peak capacity, has little opportunity for improving her position socially or academically. With little incentive and little encouragement for status improvement, the successful head resident will continue to be a mobile figure seeking employment where the better opportunities are offered. While there is a great interest evidenced for inservice training programs of a professional nature, there is little being done about it at this time.

Miscellaneous Data

5. Little consideration, as evidenced in the preplanning of residence halls, has been given to the living quarters of the head resident. There is lack of uniformity in terms of additional rewards for summer work. While the majority of the institutions believe that the title "head resident" reflects a greater status factor, some were reluctant to make the change because of campus tradition. The inference then is that preplanning both in terms of comforts, educational opportunities, and recognition factors of the head resident must be considered if the college hopes to procure academic and professional people.

Summary

The allusion to the ostrich, with his head in the sand, may seem trite, but it still points up our problem — when will the facts be faced and a solution found for an ever increasing dilemma?

In summary, we feel that one of the respondents stated the problem from the administrative point of view with exceptional clarity: "May I say, I do not think of a head resident as a 'baby sitter' but a person with charm, vision, organizational ability, and wide experience, who can truly make housing an educational experience in growth and maturity. Such people are very difficult to find." ■

What Is Meant by Public Relations?

How the union can aid in
projecting the university image

W. R. Brossman

Vice President-Development, Colorado College, Colorado Springs, Colo.

I MIGHT be classified as a mild crusader against the Fancy Language School which seems to be enjoying a vogue in educational circles.

Take the term "student personnel," for example. When I went to college, we were students and we had deans of students. Now we have deans and directors of student personnel. Did you ever try to *direct* a college student? In the elementary and high schools, we even have directors of pupil personnel. We even have — but let me quote from a note that a principal of an elementary school in Florida sent home to parents: "Our scholarly endeavors to educate children are being hampered by the regular attendance of canine personnel." In my book, students are still students, pupils are pupils, and dogs are dogs (and I shudder to think what misquotation could do to that statement).

"Image" is another one of those terms, and I am not entirely sure about the term "public relations" either. I am afraid too many people are spending too much time worrying about public relations and not enough about their basic programs and policies.

From a paper presented at the Association of College Unions conference, Colorado Springs, Colo., 1961.

What do we mean by public relations? All manner of experts have sought to define the term. The definition which I recall with most acute discomfort described public relations as "the engineering of consent." Public relations to me is nothing much more than a compound of sound policy and program carried out by people of skill, thoughtfulness and sensitivity.

Like it or not, the college union or campus center is part of the university and should take its public relations aims from the public relations aims of the university. In terms of the total institution, Howard Keyo, director of publicity at the University of Maine, has ventured to suggest some of these aims:

1. To promote higher education.
2. To build and keep prestige for the university.
3. To reduce misunderstanding.
4. To stimulate interest in various enterprises.
5. To give an account of stewardship.
6. To procure support and cooperation.

Emerson Reck of Wittenberg College, one of the veterans of the college publications field, puts his institution's aims in more conventional public relations language: "To inspire

all members of the college team to make through words, acts and activities impressions which will win the good will of all publics. To lead those publics to express that good will in words and deeds which will give added strength to Wittenberg and her program."

All this can get highly complicated. Take the matter of "publics." A check list of publics compiled by a widely known public relations consultant is terrifying. It lists some 70 different constituencies of the institution (there I go!) which merit public relations concern. These extend all the way from the ones that normally come to mind — parents, alumni and friends — to liquor authorities, widows and landlords.

But where does the union fit into all this? Parenthetically, I see nothing wrong with the term student union, which I gather is under strong attack by some. Just what is wrong with a facility which is primarily for the benefit of students — they are paying the way in most cases — and which is so proclaimed in the name of the building? If it is a good facility, the faculty and staff will elbow their way in soon enough. But again, where does the union fit into all this?

The college union, in my view, should be a fair reflection of its insti-

tution. If the institution is a play school, the union can be a fun house. If, on the other hand, the institution is a serious college or university, the union will want to give evidence that it, too, is doing a serious educational job. Happily, the ranks of the play schools appear to be shrinking rapidly in a day and age which is increasingly concerned about education.

Let me venture some questions:

Will the union board be made up entirely of big men on campus (I include women, of course, although the term big woman on campus is one

that I want no responsibility for), or will the union deliberately seek out and put to work some members of the intellectual set? Perhaps an occasional faculty intellectual would not be out of place either.

Will the *Saturday Review* and the "little magazines" find places in the lounge alongside *Esquire* and that magazine that makes a big thing about rabbits?

Will the bookstore give prominent display to books as it does to stuffed animals?

Will the union serve as an incubus

for discussion, symposium and healthy controversy?

Will the student who wants to study be told that this is the union and there are other places for that?

Happy Situation

Let us assume that the union meets these tests and more, and is making a strong contribution to the educational work of the institution. We have then a happy situation in which the institution is sound and going forward and in which the student union is sound and going forward too. What, given this idyllic situation, are some of the little things to check for? Perhaps these are a few.

Can a visitor park within a reasonable distance of the building, enter along a well kept path, and find himself in a congenial atmosphere?

Does the receptionist know the union, the college, and the names of the principal members of the faculty and staff? Is there a guide for those who want to see the building? Aside from the football stadium, the union is going to have more noncollege visitors than any facility on campus.

Is the food service good, clean and imaginative, or has it succumbed to the blight of "shovel it on and get the tables cleared"?

Is the housekeeping thorough and tasteful, or does it show the marks of once-a-day attention and faddish decoration? Are the restrooms clean, or do they exhibit the effects of last Saturday's dance?

Off-Balance Publicity

Is the publicity in balance? If the public reads only about parties in the union, the public will think that nothing but parties go on. One of the greatest advances of recent times, in my estimation, was *Life* magazine's decision to drop its feature, "Life Goes to a Party." I imagine a great many union directors' lives have been prolonged as a result. I date to the era when students were neglecting everything else in order to scheme up offbeat parties for the benefit of *Life*.

Are the signs phrased so as to obtain cooperation, or do they antagonize the patron with "No Checks Cashed" . . . "No Admittance" . . . "No Sitting on the Tables"?

Has the union become the province of cliques? Does, say, the Young Republican Club dominate the discussion groups? (A hard thing to imagine, I admit.) Has the game room



"When you sell a man a book . . .

you don't sell him just twelve ounces of paper and ink and glue — you sell him a whole new way of life."

CHRISTOPHER MORLEY

Consider, then, your college bookstore. Does it provide adequate capacity to fully supply and serve all of the cultural material needs your student body and faculty require? Is it paying for itself, and contributing worthwhile financial rewards to your school? It should! The many college stores designed by Henry Berry are certainly successful in these respects. Let us give you complete information on the benefits and advantages you and your architect will derive from our professional consultation and service. Write today! No obligation, of course.

Henry T. Berry

ASSOCIATES, INC.
316 East Silver Spring Drive
MILWAUKEE 17, WISCONSIN



This is Encore—the Howell contract lounge seating line. Write for free catalog and specifications.

What Howell does for waiting... We do this; we make that waiting time count. Every moment a visitor spends in your reception room or lounge, these handsome furnishings communicate their silent message of good taste and good sense. So do frames of satin chrome or Bronztone steel and upholstery of durable Naugahyde in a wide variety of colors. Table and chair units can clamp together for modular arrangement. And other, more subtle essentials—welt edges to protect upholstery, self-leveling feet to protect floors, and extended back legs to protect walls—all make the Howell contract line easy to do business with.

HOWELL
modern metal institutional furniture
439 South First Street • St. Charles, Illinois

Most Infections can be Expelled from School!

Before they can gather force and cause real harm, infectious germs can and must be expelled from school! If not, average daily attendance is *sure* to drop, absenteeism is *sure* to climb.

Most infections can be expelled from school by the Airkem program. Contamination is hard to prevent—but easy to STOP. Put Airkem products to work on daily sanitation maintenance jobs. Every surface, every wall and floor, every desk, every fixture, when *cleaned* with Airkem A-3 is also *disinfected*.

Germs haven't got a chance against the Airkem barrier set up by the Airkem program. Cross-infection cannot "cross" without a crossing-place. That's why sneezes and diseases are fewer in the *healthful environment* achieved through the Airkem program.

Use Airkem products everywhere. (Don't forget the school bus!) Clean with them, kill germs with them, kill insects, kill odors. Only with the Airkem program can you do *all these tasks* without adding one iota to daily work-burden. Get full details from your nearby Airkem man.

FREE!

5-gal. pail of Airkem A-3
Only cleaner-disinfectant
that produces
air-freshened effect!

Offer expires 60 days after
publication date of this
magazine. Offer limited to
one per school.



John Hulse, Airkem, Inc. Dept. CU10
241 East 44th Street, New York 17, N. Y.

Send representative to make free survey of
our sanitation maintenance practice, demon-
strate Airkem procedure and deliver
FREE 5-gal. pail Airkem A-3.

Name _____
Title _____ School _____
Address _____
City _____ Zone _____ State _____



become the exclusive territory of the athletic caste? Has the bridge playing crowd taken over the grill?

Is the union playing fair, and more than fair, with its tax exempt status, or is it crowding the line by going out for nonrelated banquet business or selling merchandise that cannot possibly be construed to meet the tests of necessity or convenience?

But these are the small things, the symptoms if you please, and only a few of them. The list could be prolonged indefinitely.

I come back to program and people. If the program is sound and in balance with the educational aims of the parent institution, the rest depends on the people who are charged with executing it. One of the most important appointments the college can make is that of its professional union director. Given the kind of man or woman I have in mind, the union will go forward, and the college will have little reason for concern about its union and its union "image."

Ideal Union Person

How do I see this ideal union person? First, I see a man who knows his trade: the union business. He knows how to select and direct a staff, how to encourage and guide a student-faculty board, how to stimulate a healthy and well balanced program. But I see more than that.

I see a man who knows his campus intimately, who knows the history of the institution as few others do, who knows the college's benefactors, who knows faculty members and is at home with them in any setting, who knows the currents of faculty thinking about the curriculum, about experimentation, about extracurricular activities, and all the rest.

More important to our day and age, I see a man who knows a great deal about education and who recognizes that he will never know enough. I see a man who reads constantly on education, who wonders about the implications of teaching machines and other recent developments, who concerns himself with such questions as how — and how well — the great numbers of students looming at our campus gates are going to be educated. It is a student union person — and staff — of these dimensions that will help to make sure that "the union's role in projecting the university's image" is in the best possible hands.



Why Every School needs the Airkem Program for Environmental Health!

Everybody benefits! Children "do better in school." Illness drops, attendance climbs. Teachers, parents and visitors notice a big difference when you put the Airkem program to work and bring a clean, odorless, agreeable and *healthful* new "climate" into the school.

The Airkem program gets to the heart of the problem. It thoroughly cleans all surfaces. It kills germs and other micro-organisms. It kills insects. It kills odors by counteracting them. And it gives an air-freshened effect without adding obnoxious perfumes or chemical smells. It is the only *complete* program of basic sanitation maintenance.

There's no mystery about it! All you do is make sure the proper Airkem product is used in its proper place in the school. Procedures are simple—and they actually *save money and time* by combining several housekeeping jobs in one, freeing your maintenance staff for other work. Inquire!



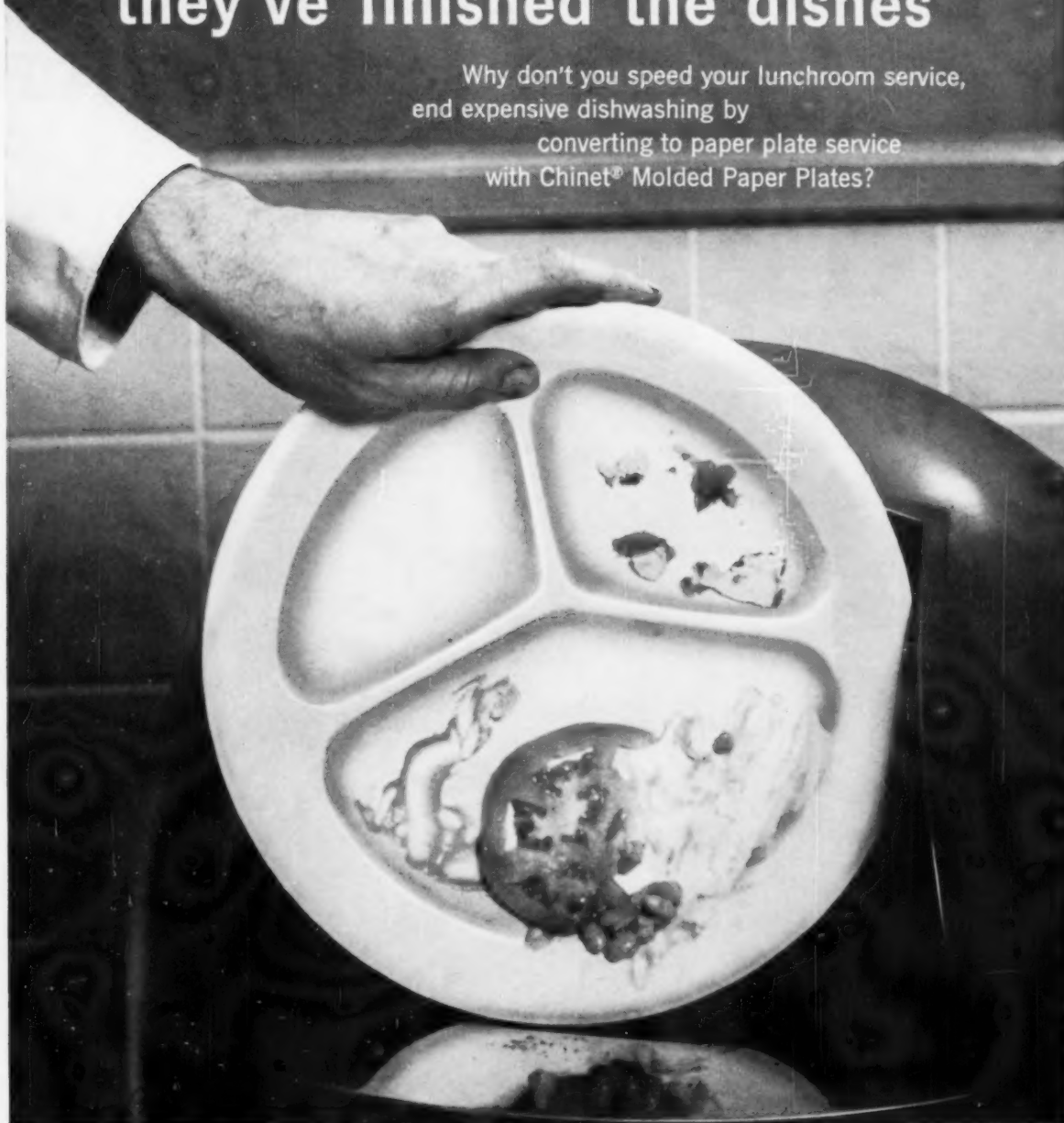
See opposite column for
one specific Airkem benefit



AIRKEM
For a Healthier
Environment through
Modern Chemistry

when they've finished eating they've finished the dishes

Why don't you speed your lunchroom service,
and expensive dishwashing by
converting to paper plate service
with Chinet® Molded Paper Plates?



THE COMPLETE MOLDED PAPER SERVICE

Strong, leakproof and grease-
proof thanks to Keyes molded
construction and new Plasti-
sizing Process.

KEYES FIBRE COMPANY, Dept. CU-10
Waterville, Maine

Please send me complete information on Keyes
Molded Paper Service.

Name

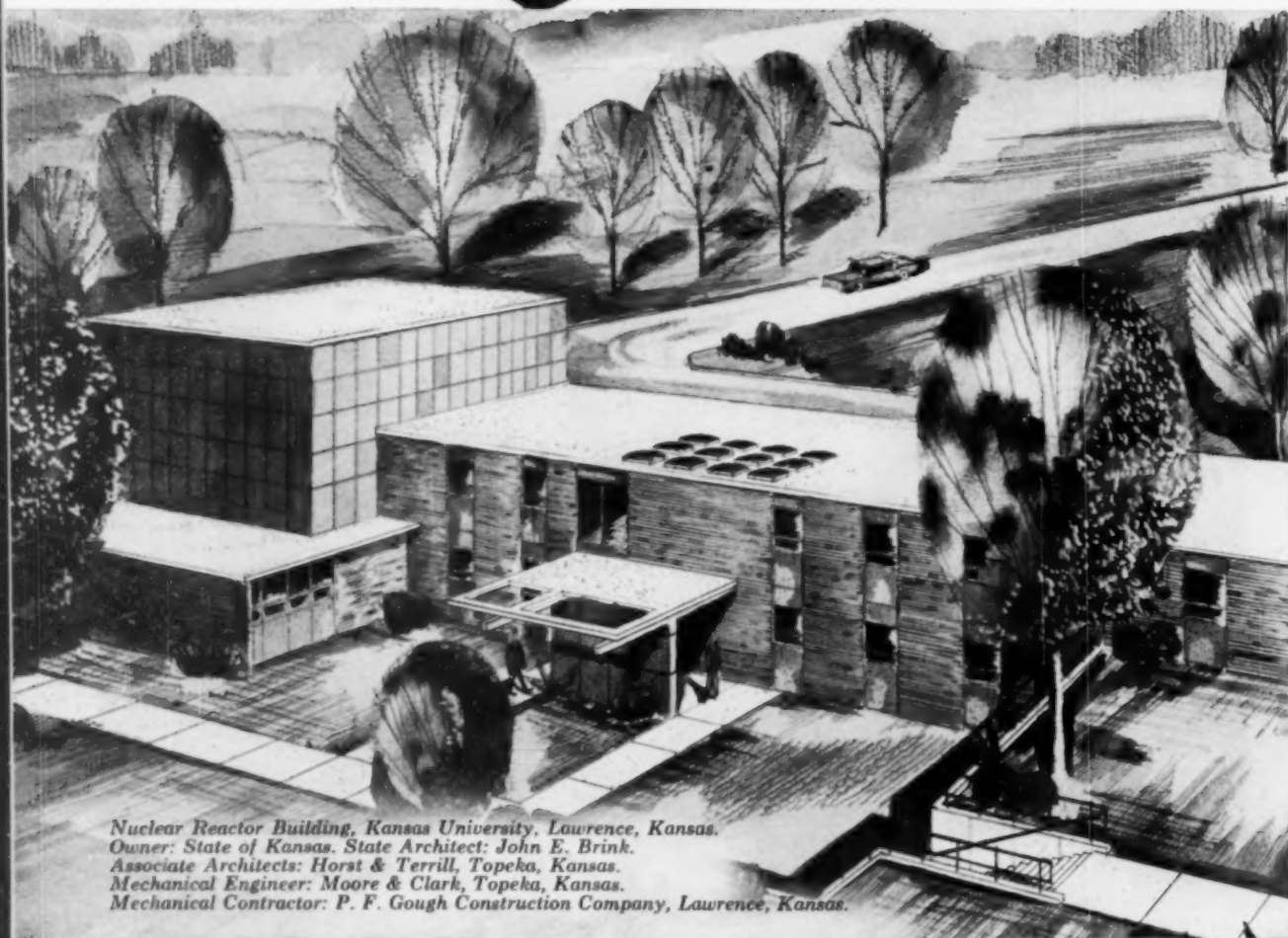
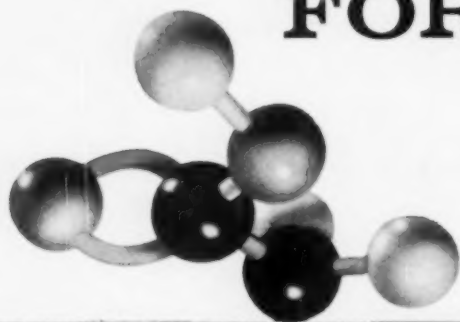
Name of Employer

Position

Address

City Zone State

THERMAL VIGILANCE FOR NUCLEAR

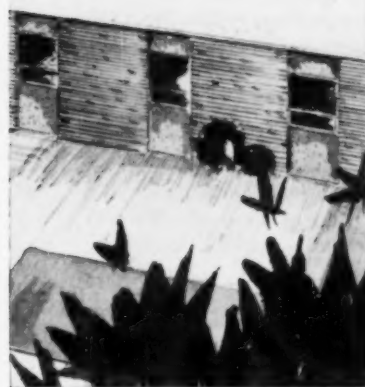


*Nuclear Reactor Building, Kansas University, Lawrence, Kansas.
Owner: State of Kansas. State Architect: John E. Brink.
Associate Architects: Horst & Terrill, Topeka, Kansas.
Mechanical Engineer: Moore & Clark, Topeka, Kansas.
Mechanical Contractor: P. F. Gough Construction Company, Lawrence, Kansas.*

Nuclear Reactor Building, the University of Kansas, Lawrence, Kansas. Year-round thermal control is maintained in laboratory areas and classrooms by Herman Nelson air conditioning unit ventilators. Air in the reactor area is conditioned by a Kennard/Nelson dual-duct unit.

RESEARCH...

Herman Nelson Year-round system serves new University of Kansas reactor facility



A team of sensitively controlled Herman Nelson air conditioning unit ventilators works the year-round to maintain ideal classroom thermal conditions in the new Kansas University Nuclear Reactor Building.

Temperatures *throughout* the building must be automatically controlled on an individual room basis. The air in *each area* must be efficiently filtered. The system must be capable of responding *instantly* to changing thermal requirements. Herman Nelson Unit Ventilators are designed specifically to meet these needs in classrooms. A Kennard/Nelson air conditioning unit provides complete year-round thermal control in the area housing the building's large reactor. The unit ventilators are designed specifically for the very special needs of classrooms. They provide heating, ventilation, ventilation cooling (up to 100% outdoor air, when needed), and refrigeration cooling for complete year-round thermal control. They can make a temperature adjustment and diffuse "new" air to every corner of a classroom in less than 60 seconds.

Herman Nelson year-round unit ventilator systems are now serving 10,000 U.S. classrooms . . . far more than any other system. Investigate the many benefits of Herman Nelson systems before your next building project.

Herman Nelson 
SCHOOL AIR SYSTEMS DIVISION

TO: Herman Nelson School Air Systems Division
American Air Filter Company, Inc.
215 Central Avenue
Louisville, Kentucky

Please forward a *free* copy of your new bulletin "Herman Nelson Unit Ventilators for Campus Buildings" (Bulletin No. 600-A15).

Name

School

Address

City State



NEWS

Three 12 Story Apartment Buildings for Cincinnati Will House Married Students and Faculty Members

CINCINNATI — Three identical 12 story apartment buildings for married students and faculty will be constructed by the University of Cincinnati as part of the Avondale-Corbyville Urban Development Program.

The Urban Renewal Administration in Washington has just given final approval for this comprehensive city of

\$6.5 million, excluding land and furnishings. Each will have 182 apartments.

On the ground floor will be office and administration facilities, two lounges, self-service laundry, and package and rubbish-collection rooms.

Exterior east and west facades will be of panel-wall construction with



Cincinnati revitalization project and allocated \$19,128,827 to the city.

Shown here is a small-scale model of the buildings prepared by the architects, Cordes, Pressler, Houck, and Associates.

The three buildings will contain a total of 546 units — efficiencies, one-bedroom, and two-bedroom. Each building will have two penthouse apartments.

Construction is expected to start next spring. The group of three buildings will have an estimated cost of

aluminum sash and decorative wall panels. North and south end walls will be solid brick with a panel-wall center section similar to the east and west walls.

Paved terraces, partly covered, will surround each apartment on three sides. The three buildings will be connected by a covered walk.

Albert Buenger and Bosch and La-Tour are associate consulting engineers for mechanical and electrical construction and Truman P. Young and Associates for structural design.

Plans Arctic Research

FAIRBANKS, ALASKA. — The University of Alaska will soon establish an Arctic Research Center, according to a recent announcement by Dr. William R. Wood, university president. The Center would unite the university's various research programs and pre-

pare the institution for participation in the International Year of the Quiet Sun, 1964-65. An international research program similar to that of the recent International Geophysical Year will be carried on during the sun year. The university's Geophysical Institute is an international data center for the I.G.Y.

College Loans Gaining Favor

NEW YORK. — According to a recent report in the *New York Times*, the increase of loan funds now far exceeds the traditional scholarships program. Estimates for the past year put the amount of money given in scholarships from all sources at about \$160 million; loans made to students in the same year are estimated at \$430 million.

Participation by commercial banks in the matter of student loans has accounted in large part for the sharp rise in volume of funds available. The Indiana National Bank, Indianapolis, in 1958 pioneered in the area of long-term, low-cost, unsecured loans for higher education. Participation in similar programs by banks all over the country grew rapidly, accounting for almost half the funds loaned in 1960-61. Statewide coordination of educational bank loan activity in New York, Maine, Massachusetts, and Indiana has accelerated the rate of growth.

Before the commercial banks entered the field, the vast majority of loans were provided by private foundations, organizations and associations. In 1957-58 only about \$20 million was borrowed from colleges and universities themselves, the remainder coming from private funds. Under the provisions of the National Defense Education Act more than \$71 million in student loans have been made, these moneys coming from federal government sources.

Set \$7.6 Million Goal for Special Faculty Fund

CLEVELAND. — A Distinguished Faculty Fund will be inaugurated this fall by Western Reserve University which will make possible higher faculty salaries, it was announced by W.R.U. President John S. Millis.

Over the next 10 year period, the goal of the Fund is \$7.6 million. Of this, \$5.3 million is required as capital for five distinguished professorships and seven endowed professorial chairs. The remaining \$2.3 million is the amount required for annual expenses which include salary increases in the 1961-62 budget and special Merit Faculty Salary Program awards



Here's a plan for helping your faculty and staff to afford realistic protection against the smashing financial impact of big medical bills.

TIAA's Group Major Medical Expense insurance can pick up where existing "base plans" such as Blue Cross and Blue Shield leave off, or it can provide the entire medical expense program at a college.

TIAA's record of "same day" service would be hard to duplicate anywhere, since 98% of all Major Medical benefit payments are mailed out to the colleges on the same day the bills are received at TIAA.

More than 250 educational institutions have already made this new form of TIAA protection available to their staff members.

Colleges, universities, private schools and non-profit research or educational organizations are eligible, whether or not they have a TIAA retirement or insurance program now. Send for full information.

TIAA
**TEACHERS INSURANCE
AND ANNUITY ASSOCIATION**
730 Third Avenue, New York 17, N. Y.

AT LAST

a stainless steel cleaner and polish!



**CONVENIENT AEROSOL
EASY TO USE
ECONOMICAL
CUTS CLEANING TIME
SUPERIOR RESULTS**

- 1 Simply spray on damp cloth.
- 2 Wipe surface clean of dirt, fingerprints and film.
- 3 Polish easily with dry cloth.

Surface is left with a protective polish which resists staining, water spotting and fingerprints.

A 10 second demonstration will prove the advantages!

mail today ↓

MAJESTIC WAX CO.
1600 WYNKOOP • DENVER, COLO.

OK! Let's see your 10 second demonstration prove I can cut my stainless steel cleaning time.

Name.....
Title.....
Firm.....
Address.....
City.....Zone.....State.....
CUB 3'

NEWS

to faculty members of demonstrated excellence in the 1962-63 and succeeding budgets.

The rank of distinguished professor will be established to recognize outstanding distinction in teaching and research of current faculty members and to attract additional distinguished teachers. Appointees to professorial chairs will be members of the faculty in various departments or schools of the university who have demonstrated excellence in teaching and scholarship.

According to Dr. Millis, the university must recognize outstanding distinction in teaching and research. The first step in this direction came during 1959-60 when the trustees of the Leonard C. Hanna Jr. Fund provided an initial grant of \$75,000 for the improvement of faculty salaries in arts and sciences. The Fund made provision for similar grants of \$100,000 in 1960-61 and \$125,000 for 1961-62. These annual gifts have now been fully funded by a grant of \$3 million made by the Fund last spring.

The Distinguished Faculty Fund will be for use in W.R.U.'s eight professional schools and colleges as well as for the faculty of arts and sciences.

Anonymous Donor Gives \$100,000 to Carleton

NORTHFIELD, MINN. — Carleton College has received a gift of \$100,000 from a Chicago donor who prefers to remain anonymous, it was announced by Dr. Laurence M. Gould, president of the college.

The new award, presented for unrestricted endowment, is the fourteenth gift totaling \$100,000 or more to be announced since the Carleton College Development Program was begun in October 1958.

Gifts to the four-year, \$12 million program now total \$6 million.

Unique Transition Plan for High School Students

HARTFORD, CONN. — Some 67 college students left the Trinity College campus and returned to complete their high school education.

How's that again?

Well it makes sense when one thinks in terms of the 88 high school students who completed Transition to College courses this summer at Trinity College.

Under this program all were enrolled as college students without being identified to their professors as members of the Transition Plan. Of the 88 high school students, 21 were seniors but still precollege, while the remaining were juniors who will return for another year of high school.

As in the previous three years of the program, the Transition students did as well or better than their college classmates. And this summer the number of high school students had increased 87 per cent over that of a year ago.

Dr. Robert M. Vogel, director of Trinity's summer school and author of the unique Transition Plan, said: "The record established by the high school students during the last four summers has convinced Trinity to incorporate the plan as a permanent program. We shall, in addition, expand our programs for teachers which are designed to assist secondary schools in the introduction of Advanced Placement courses for their more able students."

Acceptance of the success of the Transition Program as a sound educational step is seen in the number of high schools represented. Enrollment came from some 34 Connecticut high schools and prep schools, and from 12 schools from out of the state.

The plan, which began as a pilot study with six students in 1957, was initiated to encourage outstanding high school students to make constructive use of their free time, to introduce them to college study, and to enable those who wished to complete their college work in three years.

The program is not designed to encourage the high school students to continue their education at Trinity, although a few do. At least half of the 88 students this summer will never go to Trinity simply because

Index to Volume 30

The index to the first six issues of this year's *College and University Business* (January through June 1961, Vol. 30) has been printed separately. Send a note or post card for your complimentary copy to The Editor, *College and University Business*, 1050 Merchandise Mart, Chicago 54, Ill.

NEWS

they are girls. Trinity does not award bachelor degrees to women.

Since 1957 the program has grown to 15 times the original enrollment and the number of courses open to high school students has been expanded. However, one of the values of the program, having high school students in the minority with the pace set by the college students, has been maintained.

Juniata College Has Best Year for Gifts

HUNTINGDON, PA. — A record sum of \$309,547 was contributed to Juniata College during the past year in support of the college's educational program.

Commending the "impressive accomplishment," President Calvert N. Ellis noted that the amount in gifts and bequests represented the largest in one year in the history of the college.

Gifts from alumni in 1960-61 continued to make up a significant part of the total. A sum of \$80,409 was contributed to the Juniata Alumni Fund by 1408 under the combined direction of National Alumni Association President Paul M. Bechtel of Wheaton, Ill., and Alumni Secretary Harold B. Brumbaugh. The average contribution from these givers was \$58.06.

This total from alumni excluded the amount given by parents and associates. Juniata received \$47,519 from associates and \$4292 from the parents association.

Notable increases in industry and foundation giving occurred during the year. Gifts from foundations totaled \$28,424, and from business and industry, \$19,636. In addition, the college received \$50,654 in research grants, a good share of which came from the National Science Foundation.

Five Colleges Cooperate To Improve Standards

CORNING, N.Y. — With the granting of a corporation charter by the New York Board of Regents to the newly established College Center of the Finger Lakes in Corning, approval has been given to five colleges in Upper New York and Pennsylvania to work on a cooperative venture to

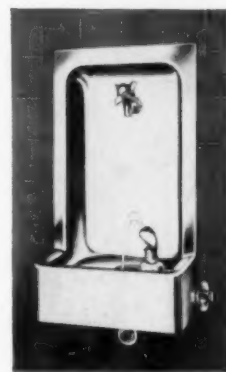


The gleaming beauty of stainless steel provides the modern touch

Stainless Steel, the modern metal of the sixties, is used in this smartly-styled recess fountain by Halsey Taylor.

It is highly favored for installations in foyers, corridors and offices, providing the lifetime beauty and service of stainless steel and the dependability and health-safety of Halsey Taylor design.

The Halsey W. Taylor Co., Warren, Ohio



Here is another Halsey Taylor Stainless Steel wall-type...a semi recessed unit.



Write for latest catalog, or see Sweet's or the Yellow Pages

THIS MARK OF LEADERSHIP IDENTIFIES THE MOST COMPLETE LINE OF MODERN DRINKING FIXTURES

NEWS

combine sound economies with high academic standards.

The colleges participating in the cooperative effort are: Alfred University, Corning Community College, Elmira College, Hobart and William Smith College, and Mansfield State College, Mansfield, Pa.

John J. Wittich, presently dean of admissions at DePauw University, Greencastle, Ind., has been appointed director of the center. Dr. Wittich will report to an administrative board

composed of the presidents of the colleges.

The immediate functions of the center will include publication of a joint calendar of events and an exchange program involving faculty, students and guest lecturers. Outstanding professors, beyond the means of any one of the institutions, may be shared by the colleges.

Cooperative planning includes:

1. A study of the curriculums of the colleges with hope of eliminating

duplication of costly low-attendance courses by locating each such course at one of the colleges.

2. Exploration of cooperative educational television.

3. Establishment of central library for expensive and rare books.

4. Centralization of expensive equipment such as computers and so forth at Corning.

5. Joint purchase of supplies, insurance and printed materials.

Publication Forecasts College Enrollments

COLUMBUS, OHIO. — When children born last year reach college age, higher education in the United States will face the prospect of providing for an enrollment of more than 9.2 million students.

This would mean a student body some 2.3 times the size accommodated in the nation's colleges and universities last year. For some states, the increase will be much greater — Nevada, for example, will nearly quadruple its college enrollment by 1978. And by that time, California colleges and universities are due for a student body of 1,283,752 — by far the largest in the country.

These are among the forecasts to be found in a new publication entitled "Enrollment Projections for Higher Education 1961-1978," issued recently by the enrollment studies committee of the American Association of Collegiate Registrars and Admissions Officers.

Author of the study is Dr. Ronald B. Thompson, executive dean of special services at Ohio State University, whose past enrollment projections have served to alert the nation to the task of educating increasing numbers of college students.

Dr. Thompson calculated the size of the college-age population (18-21) from 1961 through 1978 for each of the 50 states and the nation on the basis of children already born.

Two estimates were made for each state, the first assuming continuation of the present percentage of college attendance, the other taking into account the trends of the last 10 years toward increased attendance. Dr. Thompson regards the second forecast as the more realistic "in the light of the trends of the last 10 years for an increasing percentage of 'college-age'



*Every issue lasts longer, looks better,
and stays cleaner in the new Gaylord
Periodical Binder. Clear, rigid, vinyl covers
afford maximum protection.*

*Snug fitting center bar and tension spring
hold periodical in place. Positive, tamper-proof
lock with free custom handle key.*

* Write today for complete information on the
new Series 780 Periodical Binders, by Gaylord.

Gaylord Bros., Inc. LIBRARY SUPPLIES



SYRACUSE, N. Y.

STOCKTON, CALIF.

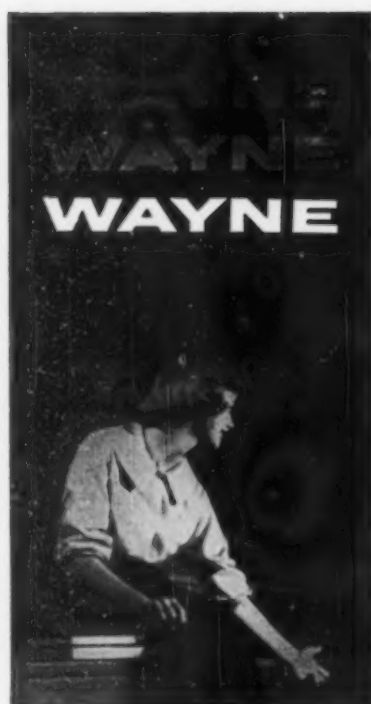


WORK WONDERS WITH DELUXE LIBRARY SHELVING

Only DeLuxe shelving by Royal gives you such quality, such durability, such flexibility!

So durable, it will last a lifetime; so flexible, you can install it quickly and rearrange it without tools. For extra strength and rigidity, every shelf is a tie shelf. All shelves are fully adjustable. Add new units any time, without disturbing existing shelves. DeLuxe shelving welcomes the eye with soft pastel colors in durable Plastelle enamel, assuring easy cleaning and years of carefree beauty. Exclusive Chem-A-Cote® bonded baked enamel finish. Write today for full information. DeLuxe Metal Products Division, Royal Metal Manufacturing Company, Dept. 40-J, One Park Avenue, New York 16, N. Y.

Royal
DELUXE DIVISION



WAYNE INDOOR SEATING SYSTEMS

work wonders on any school budget



Durable Wayne Model 30 folding bleacher. Economy seating in the folding bleacher class.



Leader in luxury seating at a popular price. Wayne Model 50 Rolling Gymstand.



Deluxe Model 70 continuous rolling gymstand. Finest money can buy!



Only Wayne offers three basic types! More value, better engineering, finer performance in each... from the world's largest manufacturer of spectator seating. Write for big, all new 1961 catalog today.

WAYNE IRON WORKS • WAYNE, PA.

NEWS

youth to attend our colleges and universities. . . ."

For California, Florida, Nevada and Texas, the forecasts took into account continued migration to these states, but in decreasing numbers through the next 17 years.

Chairman of the A.A.C.R.A.O. enrollment studies committee is L. Joseph Lins of the University of Wisconsin. Committee members, in addition to Dr. Thompson, are Robert E. Hewes, Massachusetts Institute of Technology; Garland G. Parker, University of Cincinnati; Nelson M. Parkhurst, Purdue University, and William J. Van Cleve, University of Chicago. A grant from the Ford Foundation aided the project.

Largest 1978 enrollment forecasts as calculated on the basis of continued growth of attendance, with the 1960 state totals in parentheses, included:

California, 1,283,752, (447,995); New York, 725,935 (351,208); Illinois, 513,471 (200,152); Michigan, 498,072 (160,261); Texas, 498,036 (185,722); Pennsylvania, 474,368 (191,180), and Ohio, 467,036 (175,139).

Among other states for which large increases were predicted by 1978 are:

Florida, 213,993 (67,022 in 1960); Arizona, 156,077 (34,344); Hawaii, 28,693 (10,396); Alaska, 22,178 (2312), and Nevada, 15,523 (4141).

Deferred Admission Policy Is a Success

KENT, OHIO. — Kent State University's new deferred admission policy for incoming students with poor high school records is already being scored as a success, according to university officials.

Under the policy 475 freshman students have been admitted but will not begin classwork until next January, March, or next summer.

As a result, the 2900 freshmen who started classes recently performed significantly better on English placement tests.

Only 15 per cent of the freshmen will have to take subcollegiate, remedial English, as compared to 30 per cent of last year's freshman class.

This year 74 per cent of the freshmen will take freshman English, as compared with 62 per cent a year ago. Another 11 per cent qualified

for advanced freshman English as a result of superior test scores, as compared with 8 per cent in 1960.

Five Central Texas Cities Inaugurate TV Experiment

AUSTIN, TEX. — The Texas Educational Microwave Project, a demonstration educational television program in the sharing of college and university faculty resources, was launched September 18. TEMP is operated under a U.S. Office of Education contract (National Defense Education Act funds), with additional assistance from the Ford Foundation and participating institutions.

The closed-circuit microwave network will transmit eight courses to 11 cooperating colleges and universities, which have a combined enrollment of more than 35,000. Courses covering eight areas of study to be televised were selected by a committee of administrators representing all the schools.

TEMP's purpose is twofold: to make available to all the institutions classes taught by qualified teachers whose courses are unique in content, and to present popular courses from a central point, thus relieving a number of classroom teachers from the necessity of repeating lectures to several class sections. The time saved can be devoted to other duties, such as research or individual counseling.

Savings in time and money are further emphasized by the fact that all the TV courses are prerecorded on videotape and can be used again and again.

TEMP had a test run last spring, when the three Austin institutions (University of Texas, Huston-Tillotson College, and St. Edward's University) shared "The Great Plains" and "Introduction to Psychology." The pilot transmission paved the way for full-scale operation.

The microwave network, representing a geographical spread of about 100 miles, is composed of two state supported four-year institutions, one municipally owned junior college, and eight church related institutions: four Roman Catholic, two Methodist, one Presbyterian, and one Lutheran.

Participating colleges and universities are Huston-Tillotson, St. Edward's, and the University of Texas, all in Austin; St. Mary's University,

PROOF AGAIN*

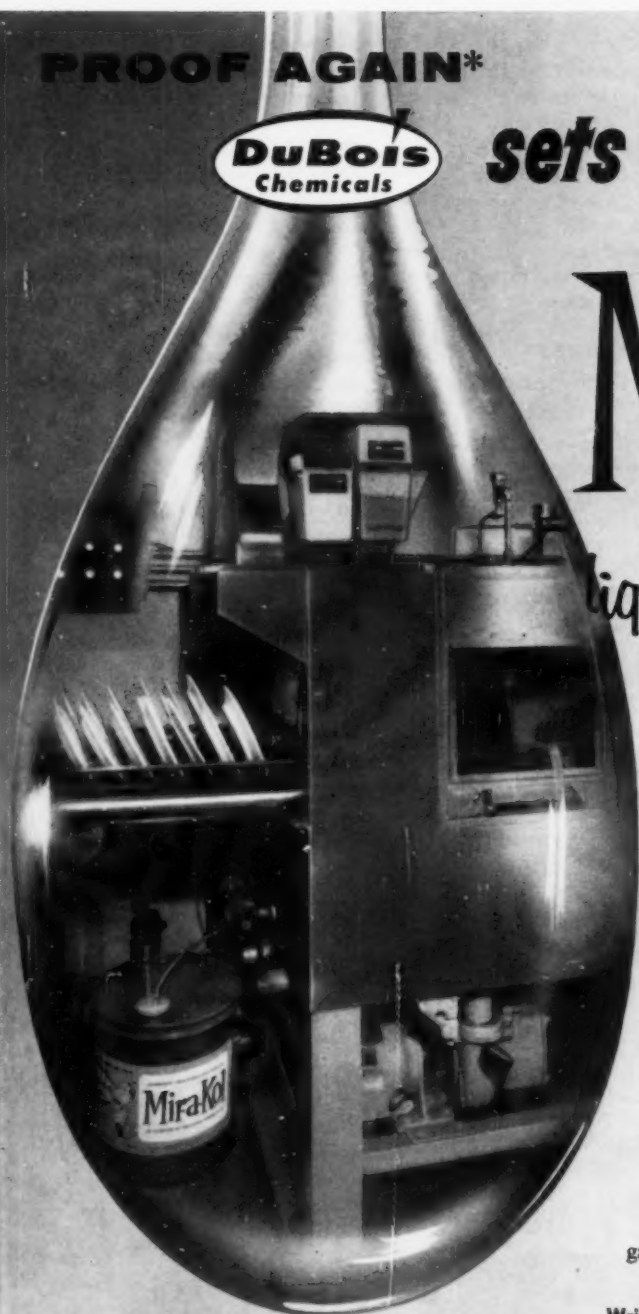
DuBois
Chemicals

sets the pace

WITH NEW

Mir-A-Kol

liquid **DISH MACHINE**
CONCENTRATE



After years of exhaustive laboratory and field testing, DuBois delivers a new miracle of *neatness, convenience and control* for your dish room—a new concept in dishwashing chemistry and efficiency—Mir-A-Kol, the super-active liquid.

Mir-A-Kol gives top efficiency and reduces labor costs with completely automatic injection directly from the shipping container. Metered at low concentration through DuBois' Viz-a-trol Dispenser into the wash section, Mir-A-Kol promotes new cleaning power, extra soil lifting action, greater grease emulsifying and superior rinsing for sparkling and mirror-like tableware. You'll like Mir-A-Kol's cost control—no manual handling, or loss through spillage or pilferage risk. No risk of misuse. Inventory control is maintained through a float gauge in the container.

Write today to Dept. M, DuBois Chemicals, Inc., Cincinnati 2, for more data on the modern miracle of dishwashing efficiency, Mir-A-Kol.



*Recently DuBois was first with a hard water rinse additive, Du-Dri, for automatic spot-free tableware drying—keeps rinse arms clean and final rinse section free of lime scale where it strikes.

DuBOIS CHEMICALS, INC., CINCINNATI, OHIO

NEWS

Incarnate Word College, Our Lady of the Lake College, Trinity University, and San Antonio (Junior) College, all in San Antonio; Southwestern University, Georgetown; Texas Lutheran College, Seguin, and Southwest Texas State College, San Marcos.

Six of the institutions are "subscribing" to seven of the eight courses offered; two are taking six courses; one is taking five courses; one, three, and one, two. The number of television receiving sets on the various campuses ranges from four to about 60.

The autonomy of the participants is assured. Local classroom teachers at each institution will conduct supplementary class meetings for discussion and questions. Each classroom instructor will make and give his own quizzes and examinations and will grade his own students.

Designate 14 Colleges as Culture Centers

HARRISBURG, PA. — Each of Pennsylvania's 14 state colleges has been designated a "Pennsylvania history and culture center," according to a

recent announcement by Dr. Charles H. Boehm, superintendent of public instruction for Pennsylvania.

The colleges have been requested to develop special "repositories of information and materials" on the cultural and historical traditions of Pennsylvania so that all students in the state will have access to sources of knowledge about their own state.

Gifts to Colleges Double in Five Years

NEW YORK. — Voluntary support of the leading colleges and universities has more than doubled in the last five years, with alumni setting the pace, according to a special survey by the Council for Financial Aid to Educators.

Alumni gifts rose 102.5 per cent, representing the largest increase of any source.

The survey covered 1959-60, with comparisons going back to the council's first one, made in 1954-55. The 72 institutions in the study were selected for their outstanding fund raising records. All of the institutions

had reported gifts of more than a million dollars in 1958-59.

The survey does not include as voluntary support any money received from governments, according to Dr. John A. Pollard, vice president of the council.

The study showed that total gifts received in 1954-55 amounted to \$154,348,158, compared with \$355,135,317 in 1959-60. In the original survey the average amount of gifts for each institution was \$2,411,690, while the average during the years 1956 to 1960 was \$4,974,640.

The 72 colleges and universities reached a new peak in gifts in 1959-60 with \$355,135,317, or 9.4 per cent above the 1958-59 figure of \$324,697,060.

Alumni contributed \$105,090,037, or 29.6 per cent. The foundations gave the next largest total, \$99,264,549, followed by nonalumni individuals and business concerns.

Nonalumni individuals gave \$69,868,394, business corporations \$46,361,557, religious denominations \$16,269,937, and nonalumni and non-church groups \$13,478,088. Other sources gave \$4,802,755.

YOU SHOULD KNOW THIS

about furniture for science classrooms, labs, mechanical drawing, business education . . .

Toledo chairs and stools are especially designed for the unique needs of your special purpose classrooms. All adjustments and moving parts are TAMPERPROOF. Construction is solid and sturdy. A wide range of sizes and styles is offered.

- The 626 Quick-Adjustable swivel stool comes in 5 basic heights, each adjustable 4 1/4" upward, safely and noiselessly.
- The 9610 Quick-Adjustable Posture Chair combines true posture-correct seating and exceptional strength.



WRITE TODAY for complete file on quality Toledo chairs, stools and tables.



9610
Quick
Adjustable
Posture Chair

TOLEDO
The Toledo Metal Furniture Co.
1310 North Hastings Street
Toledo 7, Ohio

\$35 Million Gift Given to Princeton University

PRINCETON, N.J. — Princeton University officials recently announced that Princeton has received a gift of \$35 million from a small group of anonymous donors. It is to be used for a "new and unparalleled professional school" to prepare persons of outstanding talent for careers of public service. Emphasis will be given to government service in international affairs.

According to university officials, the gift is the largest in Princeton's 215 year history. It is believed to be the largest anonymous donation to American higher education.

The new Princeton graduate school is designed to expand and advance the postgraduate work of the university's Woodrow Wilson School of Public and International Affairs.

In announcing the gift, Dr. Robert F. Goheen, president of the university, said:

"The magnificent action of the donors in establishing this foundation enables Princeton University to do what it and other universities have

FALL DUPLICATOR SALE!

**NOW
SAVE
UP TO 20%**

**When you buy both an A-B-DICK
Duplicator and Photocopier**

Here's a chance to save big money on all your duplicating needs if you act quickly.

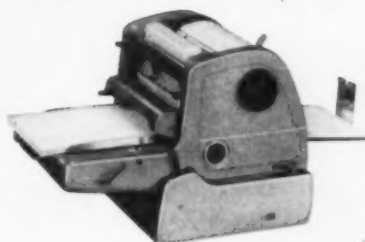
You'll save up to 20% by combining your purchase of any A. B. Dick mimeograph or fluid duplicator with an A. B. Dick photocopier. For example, when you buy a versatile Model 215 fluid duplicator (or Model 412 mimeograph) and the Model 103 photocopier you save \$84.50. You can save up to \$150.50 on the purchase of the Model 103 with larger, more deluxe duplicating equipment.

Get in touch with your A. B. Dick products distributor and discuss your duplicating needs. Let him show you how you can ease the squeeze on your budget by cashing in on this fall duplicator sale. Or mail the coupon below. Don't delay—do it today.

A. B. Dick mimeographs are for use with all makes of suitable stencil duplicating products

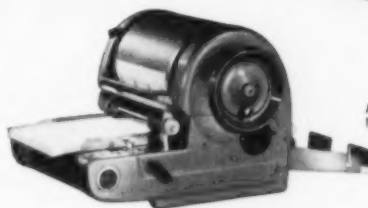


A·B·DICK®
DUPLICATING PRODUCTS



A B Dick
Model 215 Electric Fluid Duplicator

A B Dick
Model 103 Electric Photocopier



A B Dick
Model 412 Electric Mimeograph

**Check and mail today!
OFFER ENDS DECEMBER 1, 1961**

A. B. DICK COMPANY

5700 W. Touhy Ave., Chicago 48, Ill., Dept. CUB-101

Gentlemen: Without obligation

☐ Please phone me to arrange a demonstration

☐ Tell me how I can save up to \$150.50 on the purchase of more deluxe duplicating equipment and a photocopier

NAME _____

POSITION _____

ORGANIZATION _____

ADDRESS _____

CITY _____

ZONE _____

STATE _____

TELEPHONE _____

OFFER ENDS DECEMBER 1, 1961

NEWS

Incarnate Word College, Our Lady of the Lake College, Trinity University, and San Antonio (Junior) College, all in San Antonio; Southwestern University, Georgetown; Texas Lutheran College, Seguin, and Southwest Texas State College, San Marcos.

Six of the institutions are "subscribing" to seven of the eight courses offered; two are taking six courses; one is taking five courses; one, three, and one, two. The number of television receiving sets on the various campuses ranges from four to about 60.

The autonomy of the participants is assured. Local classroom teachers at each institution will conduct supplementary class meetings for discussion and questions. Each classroom instructor will make and give his own quizzes and examinations and will grade his own students.

Designate 14 Colleges as Culture Centers

HARRISBURG, PA. — Each of Pennsylvania's 14 state colleges has been designated a "Pennsylvania history and culture center," according to a

recent announcement by Dr. Charles H. Boehm, superintendent of public instruction for Pennsylvania.

The colleges have been requested to develop special "repositories of information and materials" on the cultural and historical traditions of Pennsylvania so that all students in the state will have access to sources of knowledge about their own state.

Gifts to Colleges Double in Five Years

NEW YORK. — Voluntary support of the leading colleges and universities has more than doubled in the last five years, with alumni setting the pace, according to a special survey by the Council for Financial Aid to Educators.

Alumni gifts rose 102.5 per cent, representing the largest increase of any source.

The survey covered 1959-60, with comparisons going back to the council's first one, made in 1954-55. The 72 institutions in the study were selected for their outstanding fund raising records. All of the institutions

had reported gifts of more than a million dollars in 1958-59.

The survey does not include as voluntary support any money received from governments, according to Dr. John A. Pollard, vice president of the council.

The study showed that total gifts received in 1954-55 amounted to \$154,348,158, compared with \$355,135,317 in 1959-60. In the original survey the average amount of gifts for each institution was \$2,411,690, while the average during the years 1956 to 1960 was \$4,974,640.

The 72 colleges and universities reached a new peak in gifts in 1959-60 with \$355,135,317, or 9.4 per cent above the 1958-59 figure of \$324,697,060.

Alumni contributed \$105,090,037, or 29.6 per cent. The foundations gave the next largest total, \$99,264,549, followed by nonalumni individuals and business concerns.

Nonalumni individuals gave \$69,868,394, business corporations \$46,361,557, religious denominations \$16,269,937, and nonalumni and non-church groups \$13,478,088. Other sources gave \$4,802,755.

YOU SHOULD KNOW THIS

about furniture for science classrooms, labs, mechanical drawing, business education . . .

Toledo chairs and stools are especially designed for the unique needs of your special purpose classrooms. All adjustments and moving parts are TAMPERPROOF. Construction is solid and sturdy. A wide range of sizes and styles is offered.

- The 626 Quick-Adjustable swivel stool comes in 5 basic heights, each adjustable 4 1/4" upward, safely and noiselessly.
- The 9610 Quick-Adjustable Posture Chair combines true posture-correct seating and exceptional strength.



WRITE TODAY for complete file on quality Toledo chairs, stools and tables.



9610
Quick
Adjustable
Posture Chair

TOLEDO
The Toledo Metal Furniture Co.
1310 North Hastings Street
Toledo 7, Ohio

\$35 Million Gift Given to Princeton University

PRINCETON, N.J. — Princeton University officials recently announced that Princeton has received a gift of \$35 million from a small group of anonymous donors. It is to be used for a "new and unparalleled professional school" to prepare persons of outstanding talent for careers of public service. Emphasis will be given to government service in international affairs.

According to university officials, the gift is the largest in Princeton's 215 year history. It is believed to be the largest anonymous donation to American higher education.

The new Princeton graduate school is designed to expand and advance the postgraduate work of the university's Woodrow Wilson School of Public and International Affairs.

In announcing the gift, Dr. Robert F. Goheen, president of the university, said:

"The magnificent action of the donors in establishing this foundation enables Princeton University to do what it and other universities have

FALL DUPLICATOR SALE!

**NOW
SAVE
UP TO 20%**

**When you buy both an A-B-DICK
Duplicator and Photocopier**

Here's a chance to save big money on all your duplicating needs if you act quickly.

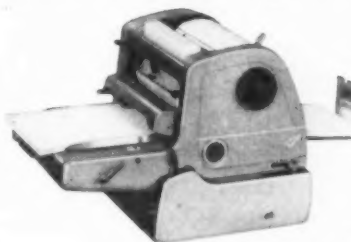
You'll save up to 20% by combining your purchase of any A. B. Dick mimeograph or fluid duplicator with an A. B. Dick photocopier. For example, when you buy a versatile Model 215 fluid duplicator (or Model 412 mimeograph) and the Model 103 photocopier you save \$84.50. You can save up to \$150.50 on the purchase of the Model 103 with larger, more deluxe duplicating equipment.

Get in touch with your A. B. Dick products distributor and discuss your duplicating needs. Let him show you how you can ease the squeeze on your budget by cashing in on this fall duplicator sale. Or mail the coupon below. Don't delay—do it today.

A. B. Dick mimeographs are for use with all makes of suitable stencil duplicating products

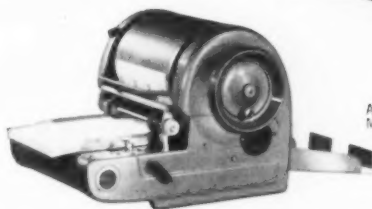


A·B·DICK®
DUPLICATING PRODUCTS



A B Dick
Model 215 Electric Fluid Duplicator

A B Dick
Model 103 Electric Photocopier



A B Dick
Model 412 Electric Mimeograph

**Check and mail today!
OFFER ENDS DECEMBER 1, 1961**

A. B. DICK COMPANY

5700 W. Touhy Ave., Chicago 48, Ill., Dept. CU8-101

Gentlemen: Without obligation

☐ Please phone me to arrange a demonstration

☐ Tell me how I can save up to \$150.50 on the purchase of more deluxe duplicating equipment and a photocopier

NAME _____

POSITION _____

ORGANIZATION _____

ADDRESS _____

CITY _____ ZONE _____ STATE _____

TELEPHONE _____

OFFER ENDS DECEMBER 1, 1961

NEWS

long wished to do: establish professional education for public service at a level of excellence comparable to the country's best schools of medicine and law."

Penn State's Students Get \$1 1/2 Million in Aid

UNIVERSITY PARK, PA. — One and a half million dollars was granted to 5696 students of the Pennsylvania State University in various forms of

student aid during the year ending on June 30.

Ralph N. Kreckler, director of student aid, said part-time jobs and scholarships between them contributed more than a million dollars. Loans accounted for another \$366,445. Scholarship assistance, which has been growing from year to year, provided 2389 students with \$494,398 in 1960-61.

Loans, for which the demand is growing ever greater, brought re-

quests for \$1,598,438 from 2624 students. The university was able to accommodate only 1093 in the amount of \$366,445.

The bulk, or \$250,000, of Penn State's loan funds comes from the federal government through the National Defense Education Act.

Available part-time work fell far short of the need but the student employment office still found jobs which returned \$545,500 to 2214 students. The majority of these worked for their meals in university dining halls. Other jobs were in relatively low supply.

"As tuition and other college costs rise, the need for financial aid multiplies," Mr. Kreckler said. "We fully expect that this demand will double and treble in the next five years."

Stanford's Campaign Passes \$20 Million Mark

STANFORD, CALIF. — Stanford University has passed the \$20 million mark in its current \$100 million fund raising campaign, the co-chairmen of the Stanford PACE Program announced recently.

James B. Black, San Francisco utilities executive, and Edward R. Valentine, Los Angeles financier, reported the PACE Program total was \$20,445,674.

The co-chairmen, who head the volunteer campaign organization, called this "an encouraging beginning" for Stanford's Plan of Action for a Challenging Era, official name of the PACE Program.

The \$20 million milestone was passed less than four months after the campaign announcement last April 18. Advance gifts of \$7.4 million to the PACE Program were announced at that time.

Included in the \$20.4 million total are gifts and pledges received from the Stanford annual fund and other continuing gift programs during the academic year beginning Sept. 1, 1960. This was the starting date set under terms of the \$25 million matching grant offer made to Stanford by the Ford Foundation last year.

The Ford Foundation agreed to match on a one-dollar-for-three basis (up to \$25 million) money which Stanford raises within five years from other private sources.

(Continued on Page 93)



Typical Buckstaff Library Installation

1 source 1 responsibility

BUCKSTAFF — since 1882 — a most self-sufficient and respected maker of the finest institutional furniture. Wholly-owned facilities include a sawmill, dry kilns, plastic laminating plant, chair and table factory — all located on a 20-acre site in an area where expert wood craftsmanship has never been the exception — but rather — a tradition — a matter of local pride. And, because BUCKSTAFF is all this, it means you deal with one dependable source and centralized responsibility. It means also that you get these highly desirable, exclusive library furniture advantages . . .

the
quality
kind

- ▶ Resilyte high pressure plastic surfacing in a selection of matching wood grains at no extra cost.
- ▶ Most extensive use of 5-Ply Maple Veneered Panels for added durability and attractiveness.
- ▶ Widest choice of chairs specifically created for library use.
- ▶ Assurance of more closely matched components since Buckstaff, only, designs — manufactures — finishes all of its own furniture.

for complete information, write . . .

THE BUCKSTAFF COMPANY ■

library furniture division ■ oshkosh, wisconsin



NEWS

(Continued From Page 92)

The general, intensive campaign appeal to all Stanford alumni and friends will get into full swing in 1962-63. The first phase is concentrated on launching solicitations for the large gifts.

The co-chairmen's announcement disclosed that two gifts of more than a million dollars each are in hand, but at the donors' request their names were not announced. Other major gifts include a pledge of \$400,000 from a corporation.

Western States Set College Enrollment Pace

ANN ARBOR, MICH. — During the past decade, the western and north central states generally have expanded their higher education systems more rapidly than the south and northeast, a new University of Michigan study indicates.

Based on data obtained from the U.S. census and the Office of Education, the U-M analysis shows that the rising proportion of children attending college has replaced population growth as the most dynamic factor influencing enrollment in higher education.

Between 1950 and 1960, total U.S. college enrollment jumped from 2.3 to 3.6 million. Yet the college-age population (18 through 24 years old) actually dropped — from 15.8 to 15.6 million.

Nationally, the number of students of the college-age group seeking degrees rose from 14.6 to 23.1 per cent.

In general, states which ranked high in this respect at the start of the decade improved their position more rapidly than those which ranked low in enrollment ratios, the Michigan study shows. Regionally, the western and north central states moved ahead faster than the south and northeast.

Two key states illustrate the trends:

In 1950, California had 26 persons seeking college degrees for every 100 persons in the 18 through 24 age bracket. By 1960, this proportion rose to 38 out of 100. Today, California leads all the major states in providing college education for its young people and the highest total enrollment of any state.

New York, in contrast, had 21 students for every 100 college-age youths in 1950. During the decade, its

growth rate lagged far behind the national average, amounting to less than half the California gain. Today, New York has about 27 students for every 100 people age 18 through 24. The state ranks second nationally in total college enrollment, but has slipped from fourth to fourteenth place in the ratio of students to its college-age population.

Five of the 10 states which have shown the greatest percentage gains on this basis during the past decade

are in the West, while three are in the north central region. The "top 10" are, in order: the District of Columbia, South Dakota, Nebraska, California, Oregon, Wyoming, North Dakota, Utah, Arizona and Massachusetts.

In these states, the individual increases ranged from 11 to 19 more students for every 100 college-age youths. For the entire nation, the increase averaged about eight students per 100.

Titled "College Enrollment Potential

12" NEVERIP ERASERS

Easier,
NO MORE EFFORT!

Cleaner,
FULL 12" SWEEP!

Twice as Fast!
SAVES DOLLARS IN TEACHER'S TIME!

12" NEVERIP ERASERS PAY FOR THEMSELVES. WRITE FOR YOUR NEAREST DEALER'S NAME.

BECKLEY -CARDY

1900 N. Narragansett Chicago 39, Illinois

LANGUAGE LABORATORIES
NEW INSTRUMENTS
PROVE
HEADSETS
NEED NOT
BREAK DOWN

The
PROFESSIONAL
 Model LT-100
 Dynamic



The
STUDENT
 Model LT-500
 Magnetic

DYNAMIC or MAGNETIC
HEADSETS
MOISTURE-PROOF
SHOCK RESISTANT

Dynamic and Magnetic Headsets are rapidly becoming a "standard requirement" in the original installation of language laboratories and as "automatic" replacements for older, less effective, crystal and ceramic type headsets.

Now PM & E's introduction of the Professional Model LT-100 Dynamic and Student Model LT-500 Magnetic headsets provides a new degree of wide range performance and dependability.

Dynamic and Magnetic acoustic principles have created headsets impervious to humidity and guaranteed resistant to concussions that normally put crystal or ceramic headsets out of commission.

The importance of these outstanding features has been universally recognized as Dynamic and Magnetic headsets have become the first to be accepted in every state.

Whether you are considering the initial installation of a language laboratory or replacement of some of your present headsets, ask your acoustic supplier about the superior technical features incorporated in PM & E's new Dynamic or Magnetic headsets... features that provide exceptionally long term, maintenance-free operation.

Convenience Feature: The Professional Model LT-100 features convenient and time-saving "in the classroom" cord set replacement.

For complete information on these new headsets and the name of your nearest PM & E supplier, write:

PLASTIC MOLD & ENGINEERING
PM & E

Dept. B — P. O. Box 4255
 265 Wampanoag Trail
 East Providence, Rhode Island

NEWS

in Michigan, 1960-1975," the U-M report was written by David Goldberg, assistant professor of sociology and program director in the Institute for Public Administration.

Gifts Make Possible Many Research Projects

NEW BRUNSWICK, N.J. — Investigations ranging from delinquency prevention to the color stability of freeze-dried meats are among new Rutgers research projects which will be supported by the \$406,655 in gifts and grants received by the State University in July and August.

Dr. Mason W. Gross, university president, in reporting recently on funds received from government, industry and foundation sources, announced that the bulk of the grants — \$376,286 — will go into basic research projects. Scholarship and fellowship aid received during the two-month period totaled \$22,080, and unrestricted and special gifts amounted to \$8289.

Research grants and contracts from the Public Health Service and the National Science Foundation, largely in support of fundamental work in chemistry, physics, bacteriology and food science, accounted for more than two-thirds of the total received. The Public Health Service is supporting eight new projects for \$172,886, and the National Science Foundation has awarded \$106,600 for five projects.

The largest individual research grant was a National Science Foundation award of \$49,900 to Drs. Gerald M. Rothberg and Noemie Koller, assistant professors of physics, for solid state Mossbauer studies over a two-year period.

Other N.S.F. grants were awarded to Dr. David Pramer, professor of agricultural microbiology, \$21,000 for the study of concentration and characterization of Menin; Dr. Ronald R. Sauers, assistant professor of chemistry, \$15,700 for research entitled "Seven-Substituted Norbornenes," and Dr. Kenneth G. Wolfson, professor of mathematics, \$6000 for a study of endomorphism rings.

The N.S.F. also awarded the Rutgers school of chemistry \$14,000 for the purchase of a nuclear magnetic resonance spectrometer.

Dr. Stephen S. Chang, associate professor of food science, was awarded \$38,052 by the Public Health



Bassick nylon glides can't stain, even in the rain

No matter how damp the climate is, Bassick nylon-based furniture glides can't rust...can't corrode...can't stain floors or the lightest colored fabrics.

They slide more easily, too, because of the friction-free, easy-sliding properties of nylon.

Nylon glides are just one of the many glides in the Bassick family. All Bassick glides are good for killing clatter, stopping noise, making classrooms quieter, making furniture easier to move for teacher and students alike. Try them in your school.

135



THE BASSICK COMPANY,
 Bridgeport 5, Conn.
 In Canada: Belleville, Ont.

See our catalog in
 AMERICAN
 SCHOOL AND
 UNIVERSITY
 or write for copy

Symbol of
SW Bassick
 Excellence
 A DIVISION OF
STEWART-WARNER CORPORATION



"Waste disposal is complete, smokeless, odorless, with our GAS-operated JOSEPH GODER INCINERATOR"

Fred Lodes, Stationary Engineer, Leo A. Daly Building, Omaha, Nebraska, adds: "Everything burnable gets completely destroyed in our Joseph Goder Gas Incinerator. We like the convenience of no bottom deposit. And the after-burner eliminates all smoke and odor."

Complete destruction of waste is of special interest to the Leo A. Daly Co.—a leading firm of architects, engineers and planners. They often work on classified Government projects. Discarded designs must be completely destroyed for security reasons. This is

no problem at all with the Goder Gas Incinerator.

A patented Incline Step Grate staggers and spreads waste for a clean, smokeless fire. Gas flames consume everything burnable. Odors are snuffed out in the after-burner. You save money on labor, maintenance, refuse storage, refuse removal. And thrifty gas keeps fuel costs low.

For complete, smokeless, odorless waste disposal, specify a Goder Gas Incinerator. Call your local Gas Company, or write Joseph Goder Incinerators, 4241 N. Honore St., Chicago 13, Ill. American Gas Association

A patented Foot Pedal Charging Door in the Joseph Goder Gas Incinerator insures safer, easier operation. Furnace volumes and grate area are accurately proportioned to burning capacity, fuel and type of waste.



**FOR WASTE DISPOSAL
GAS IS GOOD BUSINESS!**

NEWS

Service for a three-year study of the chemical reactions in the hydrogenation of oils.

Other recipients of Public Health Service grants were Dr. Hazel B. Gillespie, Douglass College professor of bacteriology, \$37,577, classifying lactobacilli with fluorescent antibodies; Dr. C. Edwin Weill, professor of chemistry, Newark College of Arts and Sciences, \$26,819, "Stereospecificity of Beta Amylase Action"; Dr. Sauers, \$20,322, "The Chemistry of the Bicyclo (3.2.1) Octane System"; Dr. Robert L. Starkey, professor and research specialist in agricultural microbiology, \$18,136, microbial transformations of organic sulfur compounds.

Also Dr. Francesco B. Trama, assistant professor of zoology, \$15,560, a pre-impoundment and post-impoundment study on the Raritan River; Drs. Werner Braun, professor of bacteriology, and Emilio Weiss, guest investigator, Institute of Microbiology, \$10,120, biochemical and genetic studies on rickettsiae, and Dr. Robert H. Knox, instructor of English, \$6,300 from the Public Health Service's

Office of Education in support of an international teacher development program.

Dr. Jackson Toby, professor of sociology, will direct a delinquency prevention study which received a \$25,000 grant from the Ford Foundation.

The Frito Company awarded the department of food science \$20,000 for a two-year research project on the isolation of flavor compounds to be directed by Dr. Chang. The same department also was awarded \$15,000 by Thomas J. Lipton, Inc., for the study of color stability of freeze-dried meats under the direction of Dr. G. Robert DiMarco, assistant research specialist, who also will direct an \$11,000 investigation of the use of ultrasonic energy in the food industry under the support of the Electronic Assistance Corp.

Launch Graduate Program in Union Management

NEW YORK. — To meet an increasing need for professionally trained personnel to administer college student centers, New York University's School of Education launched a grad-

uate program in college union management, beginning this autumn. The program, leading to a degree of master of arts, is the first of its kind to be offered by an American college or university, according to Dr. Claude W. Grant, professor of education and director of the program.

Required areas of study will include the administration and programming of college unions, student personnel work in colleges and universities, the dynamics of small groups, principles of business administration, and interviewing processes. In addition, students may take a variety of other elective subjects in schools and departments of New York University.

Students will complete two semesters of field work or hold a paid internship position — either at N.Y.U.'s Loeb Student Center on Washington Square, the Gould Student Center at N.Y.U.'s University Heights campus in the Bronx, or at other student unions at near-by metropolitan colleges and universities.

The paid internships will be available to students who need such assistance. Students holding such positions usually will require two years to complete the program. Other students should be able to fulfill the requirements of the program during one regular academic year and one summer session, Dr. Grant said.

College graduates with some background in the humanities and the arts, and in basic business techniques, are eligible to apply. Students who are deficient in certain areas may be asked to complete from four to six points of designated undergraduate study.

NAMES IN THE NEWS

John A. Hunter was appointed president of Louisiana State University, Baton Rouge, at a special meeting of the university's board of supervisors. Dr. Hunter will succeed Troy H. Middleton, who will retire February 1.

McCrea Hazlett has been named provost of the University of Rochester, Rochester, N.Y., for the academic year 1961-62. Dr. Hazlett, dean of the university's college of arts and science, agreed to serve as provost with the stipulation that when a new president of the university is selected, the incoming president would be given the opportunity to name a provost



Augustine Ascending Elms are ideal for your campus ... and guaranteed! THE VERY FINEST GROWN FOR MORE THAN 40 YEARS!

- **BEAUTY** . . . stately columnar form; straight, slim trunk; large-leaved rich green foliage; symmetrical limb and twig pattern for year-around elegance.
- **STRENGTH** . . . upslanted branches to sturdily withstand wind and weather; deep down-growing roots for firm anchorage; vigorous resistance to fungus or virus disease and to drought.
- **ADAPTABILITY** . . . compact structure and dependable uniformity for matched landscaping effects; neat, graceful look for specimen plantings; narrow, upright shape permits close planting for windbreak or enclosure.

- **UNIQUE SUITABILITY FOR STREET PLANTING** . . . economy as to price, planting cost, and maintenance requirements; deep, narrow root system to avoid sidewalk cracking; slender, rising form without overhanging to prevent traffic obstruction.

- **RAPID GROWTH** . . . just 5 years from sapling to tree.

- **CONVENIENCE** . . . slender, vertical contour, long trunk and non-surface rooting habit permit grass to grow freely right to trunk base; reproduction by grafting makes the Augustine Elm practically seedless and prevents springtime litter; pruning is reduced to minimum; can be transplanted easily and without setback.

LINERS as well . . . NOW READY!

OUR GUARANTEE:

Tests conducted by Scientists lead us to believe that this tree has a very strong resistance to elm disease. The experience of thousands of satisfied people who own them supports this finding. We therefore make this guarantee to our customers: any Augustine Ascending Elm Tree (after proper care) which dies within three years from the date of your purchase because of any virus or fungus will be replaced FREE by another tree of the same size as when purchased, by Augustine Ascending Elm Associates, Inc.

• WRITE FOR SPECIAL OFFER!

AUGUSTINE ASCENDING ELM
ASSOCIATES, INC.

932 East 50th St., Chicago 15, Ill.



What features of the Hamilton Language Teaching System impressed skilled instructors most?

... Hamilton's "*Geographic*" Console Switch Position—with student switches located in the same console position that the student occupies in class. No fumbling, no guessing, no numbers to check. *One* switch permits intercom, silent monitor, and student record. No annoying row selectors or talk-listen switches. Console cabinet desk is designed for comfortable instructor seating.

... Hamilton's *Full Teacher Control*—that allows student to discuss individual problems by pressing a booth button, activating light behind *his* console intercom switch.

... *Fully Transistorized Amplifiers* in both student and teacher consoles that assure hundreds of hours of maintenance-free service from Hamilton System. Dynamic microphones that are built to take vigorous school use.

More Than 40 Years of engineering and building quality educational equipment has given Hamilton the experience to deliver these and many more features that *mean most* to experienced language instructors.

A Hamilton Language System offers complete flexibility to fit your teaching situation.

*****MAIL COUPON NOW FOR DETAILS*****

Hamilton Manufacturing Company,
Two Rivers, Wisconsin

Name _____

Title _____

School _____

Address _____

City _____ Zone _____ State _____

Hamilton PROFESSIONAL AND SCIENTIFIC FURNITURE • Hamilton Manufacturing Company, Two Rivers, Wisconsin



Photo courtesy Cornell College

PROPHET

Complete FOOD SERVICES

PASSING GRADES AND GOOD FOOD

Undergraduates are usually energetic and hungry. During their years of higher learning they require, more than ever, well-planned, carefully prepared and tasty food in eye-appealing varieties.

In every college and university, food costs for boarding students are of major importance. Only through professional management and operation, such as offered by The Prophet Co., can the best of quality and service be obtained. Prophet Organized Food Services play an important part in maintaining student and faculty health, well-being and satisfaction in many colleges and universities where enrollments range from only a few hundred to many thousands.

The Prophet Co., after contracting with a client, establishes inventory and quality controls, takes over full supervision, scheduling, and operation of feeding programs—from bookkeeping to purchasing. A competent manager is assigned who receives expert assistance and supervision from traveling personnel trained in fields of dietetics, food preparation, merchandising, employer relations, purchasing, etc. Of great importance, in addition to regular daily food services, Prophet staffs in colleges and universities are trained to prepare, set up and serve special menus for banquets, dinner dances, cook-outs, and for hosts of other food service occasions so popular—and wanted by undergraduates and faculties.

The Prophet Co. also provides food services to more than 210 units from coast-to-coast including industrial establishments, bank and office buildings, department and specialty stores, hospitals, military establishments, and owns and operates 5 distinctive Monte's Restaurants in Detroit, Cincinnati and Chicago.

Write, wire, or phone . . .
we'll be glad to tell you more

THE PROPHET CO.

705 Fisher Building, Detroit 2, Mich.
1818 N. Highland Ave., Los Angeles 28, Calif.

of his own choosing. **Dr. Howard R. Anderson**, the former provost, resigned to become senior consulting editor of a publishing firm in Boston.

Charles Linn, former assistant business manager at Purdue University, LaFayette, Ind., is now business manager of the University of Kansas City, Kansas City, Mo.

Ethan A. H. Shepley has retired after seven years as chancellor of Washington University, St. Louis. Mr. Shepley will return to the university's board as chairman, a position he relinquished to become chancellor. **Carl Tolman**, vice chancellor and dean of the faculty, was named acting chancellor to serve until Mr. Shepley's permanent successor is chosen.

Ralph C. Bursiek, vice president of the University of Cincinnati and dean of university administration, has announced four appointments and changes in his staff, effective September 1. **Justus D. Sundermann** and **Peter Thoms** have been named assistants to the dean of university administration. **Ronald Woods** is now student aid coordinator and **Robert Hay** is director of U.C. housing, succeeding **Robert D. Hynes**, who is now in the office of development.

Othel E. Drummond has resigned as business manager of Reinhardt College, Waleska, Ga., to accept a position as vice president and controller of a construction company.



A. M. Graham

A. M. Graham, for 35 years treasurer, administrative director, and business manager of Winthrop College, Rock Hill, S.C., retired August 31. Mr. Graham has been president of the Southern Association of College Business Officers, vice president of the Educational Buyers Association, and a member of the board of directors of the Educational and Institutional Cooperative Stores.

Eldon L. Johnson has resigned as president of the University of New Hampshire, Durham, to become president of the newly formed Great Lakes College Association, composed of 12 colleges in Indiana, Michigan and Ohio.

Philip F. Myers, for the last two years director of development at Wittenberg University, Springfield, Ohio, has joined the staff of Western Col-

lege for Women, Oxford, Ohio, as assistant to the president. Mr. Myers will have responsibility for development and public relations, as well as supervision of alumnae activities.

Wayne L. Edris, formerly manager of Hot Shoppes, Inc., Washington, D.C., is now director of foods services at the University of Kansas City, Kansas City, Mo. He had been in foods services at both Vanderbilt University and the University of Tennessee.

Cornelis W. de Kiewiet, president of the University of Rochester, Rochester, N.Y., since 1951, has resigned to devote full time to research, writing and public service "in the interests of education." The board of trustees has appointed him president emeritus.

Arlyn C. Marks assumed the position of director of nonacademic personnel at the University of Illinois on September 1, succeeding **Donald E. Dickason**. Dr. Marks had been director of personnel services at the State University of Iowa since 1946. He has been succeeded there by **Fred Doderer**, formerly assistant director of personnel services there.

Robert S. Zimmer, former director of student personnel and registrar at the Crane branch of Chicago Junior College, has been named president of the new Alleghany Community College, Cumberland, Md.

Eldredge Hiller, vice president for public information of the Council for Financial Aid to Education, Inc., has resigned to accept appointment as executive director of the American Association of Fund-Raising Counsel. He succeeds **David Church**, recently retired.

Thurston Jynkins Davies, president of Colorado College, Colorado Springs, Colo., from 1934 to 1948, died recently at the age of 67. Dr. Davies was a consultant to the Port of New York Authority at the time of his death.

Lawrence L. Whaley, retired purchasing agent for Howard University, Washington, D.C., died recently. He was 72.

The Rev. Brother Columba, president of St. Francis College, Brooklyn, N.Y., for more than a quarter of a century, died recently at the age of 83. Brother Columba, a teacher in the Franciscan order for 56 years, was associated with St. Francis College for 41 years.

DIRECTORY OF ASSOCIATIONS

National Federation of College and University Business Officers Associations

President: Wilbur K. Pierpont, vice president, University of Michigan; secretary: C. E. Prothro Jr., Tuskegee Institute.

Association of College and University Housing Officers

President: Fred A. Schwendiman, Brigham Young University; secretary-treasurer: A. Thornton Edwards, Kansas State University.

National Association of Educational Buyers

President: Elmer Jagow, Knox College; executive secretary: Bert C. Ahrens, 1461 Franklin Ave., Garden City, N.Y.

National Association of College Stores

President: John Galbraith, University of Miami Bookstore, Coral Gables, Fla.; general manager: Russell Reynolds, 55 East College Street, Oberlin, Ohio.

Convention: April 23-27, Hotel New Yorker, New York.

National Association of Physical Plant Administrators of Universities and Colleges

President: Richard Adams, Oregon State University; secretary-treasurer: John H. Sweitzer, Earlham College, Richmond, Ind.

American College Public Relations Association

President: Lyle M. Nelson, Stanford University; executive director: Frank L. Ashmore, 1785 Massachusetts Ave., Washington 6, D.C.

Associations of College and University Business Officers

American Association

President: I. T. Creswell, controller, Fisk University, Nashville, Tenn.; secretary: C. E. Prothro Jr., Tuskegee Institute.

Convention: May 3-5, 1962, Fisk University.

Central Association

President: Ralph Olmstead, Evansville College, Evansville, Ind.; secretary-treasurer: James J. Ritterskamp Jr., Illinois Institute of Technology, Chicago.

Convention: June 13-15, Kellogg Center, Michigan State University, East Lansing.

Eastern Association

President: Richard D. Strathmeyer, Carnegie Institute of Technology, Pittsburgh; secretary-treasurer: Kurt M. Hertzfeld, Boston University.

Convention: Dec. 3-5, The Warwick, Philadelphia.

Southern Association

President: Trent Root, Southern Methodist University; secretary: Clarence Scheps, Tulane University.

Western Association

President: Robert B. Gilmore, California Institute of Technology; secretary: H. S. Thomson, University of California, Santa Barbara.

Convention: April 29-May 2, 1962, Mark Thomas Inn, Monterey, Calif.

Association of College Unions

President: Floyd I. Brewer, University of Cincinnati; secretary-treasurer: Edgar A. Whiting, Cornell University; editor of publication: Porter Butts, University of Wisconsin.

Convention 1962: Purdue University, West Lafayette, Ind.

American Alumni Council

President: Waldo Johnston, Yale University; executive director: Ernest T. Stewart, 1707 N Street, N.W., Washington 6, D.C.

Convention: June 24-28, Banff Springs Hotel, Banff, Alta.

College and University Personnel Association

President: Charles T. Clark, University of Texas; executive secretary: Donald E. Dickason, University of Illinois. Permanent headquarters, 605 S. Goodwin Ave., Urbana, Ill.

Canadian Association of University Business Officers

President: G. L. Court, University of Toronto; secretary-treasurer: D. S. Claringbold, treasurer, Hart House, University of Toronto.

SAVE COSTS! SAVE MAINTENANCE! SAVE SPACE!

STANDARDIZE with *Mitchell* FOLD-O-LEG tables



Table Trucks

Make your table moving easier, faster, better... and save time, labor, and money doing it.

Fill your every need for efficiency, comfort and economy from Mitchell's complete selection of quality-engineered tables, stands, risers and stages. Your Mitchell representative will be glad to show how you and your budget will be ahead. Send coupon for detailed information.



Portables

Get versatility and utility with Mitchell's smooth-sure action in this "Fold and Roll" table and bench set... at your finger-tip command.



UniTables

Reduce change-over time from minutes to moments with this ingenious Mitchell "Fold and Roll" table. Ruggedly constructed for maximum durability.



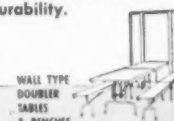
BANDSTAND AND STAGES



CHORAL STANDS



SEATING RISERS



WALL TYPE DOUBLER TABLES & BENCHES

MITCHELL MANUFACTURING COMPANY

2732 South 34th Street

Milwaukee 46, Wisconsin

Send illustrated brochure on Mitchell Products as indicated.

- | | |
|--|---|
| <input type="checkbox"/> Mitchell Tables, Trucks | <input type="checkbox"/> Mitchell Stands, Stages, Risers |
| <input type="checkbox"/> Mitchell UniTables | <input type="checkbox"/> Mitchell Doublers |
| <input type="checkbox"/> Mitchell Portables | <input type="checkbox"/> Have Mitchell representative contact us. |

NAME TITLE

SCHOOL

ADDRESS

CITY ZONE STATE

PERF-O-DENT

PHOTO-IDENTIFICATION OF STUDENTS CAN'T MAKE MISTAKES



THIS IDENTIFICATION CARD

carries photo of student and pertinent data precisely as required by your school — all photographed simultaneously during registration. Master (IBM) card is your own form, designed by you but furnished by us—inserted into Duolens camera and reproduced photographically. No mistakes or alterations possible. Two hundred or even more photos can be made per hour with each camera. Can be plastic laminated as well as embossed for charge-card use in library, book store, student center, etc. Color codes provide further special identification.

We furnish cameras on your premises, all materials and personnel. Service covers late registrations and subsequent registrations, replacement of lost cards and duplicates for personnel folder or Rolodex File which we supply free.

This low-cost ID card is fool-proof, simple, and the system is flexible to meet every requirement.

WRITE OR PHONE COLLECT
EDUCATIONAL DIVISION

**PERFECT PHOTO
IDENTIFICATION, INC.**

2713 W. Touhy Avenue, Chicago 45, Ill.

BRiargate 4-4002

classified advertising

POSITIONS WANTED

Business Official — Available immediately; long experience as bursar, purchasing agent, bookstore manager and in public relations, especially promotional activities. Request complete personal history from Box CW 640, COLLEGE AND UNIVERSITY BUSINESS.

Certified Public Accountant — Corporate executive experience; heavy financial, accounting, administrative and tax background; desires staff level position in business administration office of college or university; detailed resume on request; age 52. Write to Box CW 646, COLLEGE AND UNIVERSITY BUSINESS.

Chief, Manager Cafeteria — White, age 50; accomplished baker; desires Christian college atmosphere; plan menus, purchase; no smoke, drink; salary open; currently available. Write to Box CW 633, COLLEGE AND UNIVERSITY BUSINESS.

Director of Food Service — Administrator — 25 years experience; 13 in educational field; thorough knowledge in mass feeding, planning, organization, personnel, purchasing, catering, public relations and coordination; Bachelor's Degree in Hotel Administration. Write to Box CW 644, COLLEGE AND UNIVERSITY BUSINESS.

Director, University Press or Services — Age 47; ten years experience in fund raising, public relations, bookstore management, post-office, and auxiliary services; familiar with budget preparation, trustee reports and controllership. Write to Box CW 618, COLLEGE AND UNIVERSITY BUSINESS.

Personal Director — Mature male, all phases university personnel administration, heavy developmental emphasis; responsibility for benefits, wage and salary, supervisory training, publications, policy, employment; seek administrative post in medium or large university. Write to Box CW 645, COLLEGE AND UNIVERSITY BUSINESS.

Registered Architect — With 20 years experience in building and campus design and all phases of operation of physical plant. Reply to Box CW 637, COLLEGE AND UNIVERSITY BUSINESS.

Superintendent — Buildings and Grounds — Fifteen years experience as superintendent in liberal arts college plus twenty years in maintenance, construction and buying; member NACCA; desires southwest or west coast location supervisory position. Write to Box CW 619, COLLEGE AND UNIVERSITY BUSINESS.

Superintendent Maintenance and Operation — Formerly at liberal arts college, desires position with physical plant department at a southern college or university; B.S.; 38; experienced in all phases of physical plant administration. Write to Box CW 639, COLLEGE AND UNIVERSITY BUSINESS.

POSITIONS OPEN

Accountant — In corducational college in New England location offering unusual recreational advantages. Write to Box CO 422, COLLEGE AND UNIVERSITY BUSINESS.

TERMS: 30¢ a word—minimum charge of \$6.00 regardless of discounts. (For "key" number replies add \$1.50 to word count.) Ten per cent discount for two or more insertions (after the first insertion) without change of copy. Forms close 8th of month preceding date of issue. Send replies to "keyed" advertisements c/o Box Number, COLLEGE AND UNIVERSITY BUSINESS, 1050 Merchandise Mart, Chicago 54, Illinois.

Accountants — College degree with major in accounting; age to 30; salary commensurate with general qualifications. Send resume to Associate Comptroller, ARIZONA STATE UNIVERSITY, Tempe, Arizona.

Assistant Business Manager — To supervise accounting and business office and do some purchasing in college of 2500 in northeast; college degree in accounting or business administration with college accounting experience and some purchasing; age and salary open; send complete resume with picture. Write to Box CO 421, COLLEGE AND UNIVERSITY BUSINESS.

Buyer — Scientific and medical equipment and supplies; salary commensurate with background and ability; excellent fringe benefits; age 30 to 45. Write Personnel Department, INDIANA UNIVERSITY MEDICAL CENTER, 1100 West Michigan Street, Indianapolis, Indiana.

Director of Housing and Food Service — Salary open; need graduate with training in institutional management to supervise operations of dining halls and dormitories; state college approximately 2,500 enrollment; located in northwest. Contact Box CO 418, COLLEGE AND UNIVERSITY BUSINESS.

Director of Plant and Operations — Ohio college wishes to employ excellent man with substantial experience in supervision of mechanical services, custodial and housekeeping services, maintenance, repairs, minor construction, grounds-keeping, etc.; excellent position in extensive plant in small community. Send complete resume to Box CO 420, COLLEGE AND UNIVERSITY BUSINESS.

Director of University Personnel — Location northeastern United States; senior position; must be capable of administering all phases of institutional personnel work including personnel relations. Write to Box CO 424, COLLEGE AND UNIVERSITY BUSINESS.

Manager of Dining Halls and Student Residences — Large urban university requires thoroughly experienced graduate in hotel management about 40 years old, to fill newly created position supervising business operations of several residences housing 2,000, plus food service for additional 2,000 city students in projected student centre; salary open. Send full history, with photo, to Comptroller, MCGILL UNIVERSITY, Montreal 2, Canada.

Operations Supervisor — For private New York City teachers college; manage cleaning, security and other unskilled personnel; study and report on physical plant problems; assist in decorating and refurbishing projects; responsible for personnel, training, records, and numerous other management functions; some plant planning activity; good opportunity to work with team of school plant specialists, and to secure advance degree(s) in school business administration; benefits commensurate with background and potential. Write to Box CO 417, COLLEGE AND UNIVERSITY BUSINESS.

Plant Engineer — Independent school located in New England; responsibility for operation and maintenance of physical plant. Please describe education and experience when replying to Box CO 423, COLLEGE AND UNIVERSITY BUSINESS.

COLLEGE and UNIVERSITY BUSINESS

*on the
one hand*
economy

and on the other
**beautiful
durable floors**



Let the Hillyard "Maintaineer"—a trained floor care specialist—
prove to you that the best floor treatments not only give you
greater beauty and added years of wear—but in the long run

save you money! Write us.

For **CLEANING • SEALING • FINISHING • WAXING • SWEEPING**
IT PAYS TO CHOOSE

HILLYARD

ST. JOSEPH, MO.

PASSAIC, N. J.
SAN JOSE, CALIF.

Proprietary Chemists Since 1907

BRANCHES AND WAREHOUSES IN PRINCIPAL CITIES

WHAT'S NEW

Edited by Bessie Covert

LOOK inside back cover for Postage Paid inquiry card for more information.

Keystone Eliminator Brackets Adapt Screens for Overhead Use



Designed to adapt wall mounted projection screens for overhead use, the Keystone Eliminator Brackets eliminate the Keystone effect from projecting upward on a straight hanging screen and give an optically correct viewing surface. Da-Lite Screen Co., Inc., Warsaw, Ind.

For more details circle #843 on mailing card.

Expanded Range of Lenses for Arc Slide Projector

Formerly available in a range of 6½ to 25¼ inches, the objective lenses for the Universal Arc Slide Projector for spot and special lighting are now offered in 22, 24, 26 and 30 inches. Strong Electric Corp., 518 City Park Ave., Toledo 1, Ohio.

For more details circle #844 on mailing card.

Airkem A-3 Cleaning Solution in "Pfsst" Container

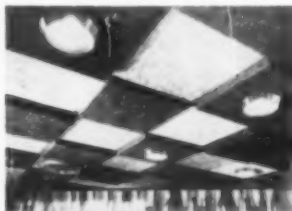


Airkem A-3 Cleaning Solution for spraying on doors, walls, furniture and other surfaces to clean, disinfect and kill odors, is now offered in a six-ounce, non-breakable plastic spray container called "Pfsst." Airkem Inc., 241 E. 44th St., New York 17.

For more details circle #845 on mailing card.

Multi-Plane Ceiling Tiles Fit All Suspension Systems

Multi-Plane acoustical tiles, with ceiling elements which fit all standard suspension

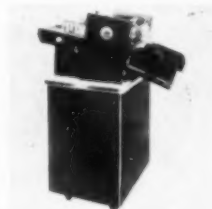


systems and require a minimum of space above the system for installation, is offered in four thicknesses and a choice of 23 colors. Tectum Corp., 535 E. Broad St., Columbus 15, Ohio.

For more details circle #846 on mailing card.

Stapling Machine Operates With Collator

The portable, automatic Thomas stapling machine, with optional foot switch for stop-start control when it is used independently, can be integrated with the operation of the "Gathermatic" collator,



or may be used independently as a hand-feed unit. Thomas Collators Inc., 100 Church St., New York 7.

For more details circle #847 on mailing card.

F4000 Series Electronic Machines Speed Accurate Bookkeeping

The power of electronics is applied in the solution of slow and costly bookkeeping procedures in the school office through use of the new F4000 series accounting machine. Among its many applications is provision of up-to-date school management reports without delay, budgetary analysis, statement posting and purchase distribution.

Three magnetic ink memory stripes, running in parallel lines down the back of ledger sheets, trigger the machine into action with a minimum of operator decision. With the stored memory material, the machine instantly gives proper balance, an accumulation of facts which would otherwise have to be checked and performed manually, and the right line of position for the next entry. Bookkeeping information stored in the magnetic stripes is electronically recorded so that



figures are always up-to-date without special work, checking or figuring. Burroughs Corporation, Equipment and Systems Div., Detroit 32, Mich.

For more details circle #848 on mailing card.

Insecticide Spray in Handy Aerosol Container

Developed especially for use in kitchens and cafeterias to control flies, mosquitoes and gnats, and also effective

against wasps, roaches and silverfish, Spix Aerosol is a non-toxic, non-flammable in-



secticide in a handy aerosol container. The C. B. Dolge Co., Westport, Conn.

For more details circle #849 on mailing card.

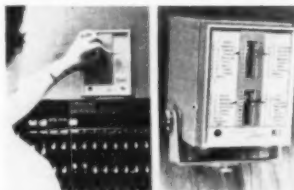
Molded Paper Plates Have "Plasti-Sized" Coating

The improved "Plasti-sized" plates in the Keyes Standard and Royal Chinet lines are treated by a new method that coats the pulp fiber rather than the surface and substantially increases resistance to hot juices and gravies. Keyes Fibre Co., Waterville, Maine.

For more details circle #850 on mailing card.

Paging System Is Easy to Use

A new easy-to-use audible paging system called the Lokator, designed to page key personnel wherever they are needed in a hurry, features foolproof operation,



automatic paging, designer styling and rugged construction. Edwards Co. Inc., Norwalk, Conn.

For more details circle #851 on mailing card.

Lighting and Control Systems Now Have UL Approval

A complete system of lighting and controls for school and college auditoriums, that utilizes silicon controlled rectifier dimmers, now has Underwriters Laboratories approval, and is a completely flexible unit that can be located either remote-



ly or as an integral part of a control console or of a lighting cross-connect circuit selection system. Kliegl Bros., 321 W. 50th St., New York 19.

For more details circle #852 on mailing card.

(Continued on page 104)

MR. ENGINEER:

LET'S FACE THE FACTS . . .

Can you be sure your
underground piping system
is watertight if
you can't **AIR TEST** it?

WITH

Ric-wil

YOU can **AIR TEST** your system...

The Ric-wil method of making full-welded field closures allows the installer to **AIR TEST** the system prior to completion and backfilling. This simple 15 lb. pressure test gives greater assurance of a tight, leak-proof system. It provides the finest practicable protection to the owner against an initial system failure ...and most important, the long range effects of water corrosion.

Ask a Ric-wil field representative for detailed information regarding Air Test procedure or write for catalog covering recommended field installation details . . . and remember, it pays to do it **RIGHT** the first time . . .

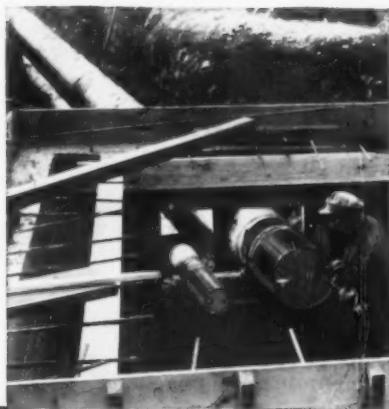
*Quality Piping Systems . . .
... of Exceptionally High Thermal Efficiency*

Ric-wil

PREFABRICATED INSULATED PIPING SYSTEMS

CENTRAL OFFICE: RIC-WIL INCORPORATED, BARBERTON, OHIO
WESTERN STATES: RIC-WIL INCORPORATED, WESTERN DIVISION,
NEWARK, CALIFORNIA

IN CANADA: THE RIC-WIL COMPANY OF CANADA LIMITED

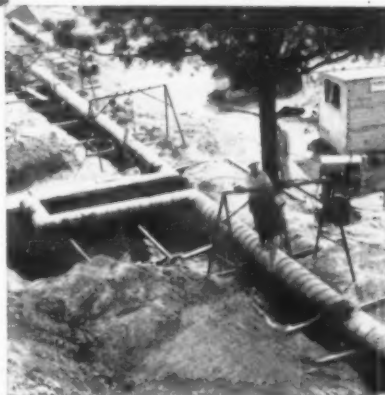


Test caps applied to unit ends for air testing full-welded conduit system.



During air test, conduit field welds are checked with soap solution.

Tested and ready for lowering long lengths.





The Insured TUITION PAYMENT PLAN

This is the prepayment plan that brings the parent low-cost life and disability insurance protection, plus a monthly budget provision that extends to the final month of his educational expenses four or more years hence. Used today in many of the best-known colleges and preparatory schools, it has proven most valuable to administrative officers by providing them with a dignified, parent approved method which:

- 1 alerts parents to their financial obligation when the student is accepted for admission;
- 2 offers parents a convenient and logical plan for meeting that obligation;
- 3 assures the parent (and thus the college) that he will have adequate funds with which to meet his college obligations in full and on time;
- 4 preserves the traditional relationship between the college and the parent—debt-free and direct.

Individualized descriptive literature for mailing to the parents of incoming students is furnished for each preparatory school, college or university.

WRITE TODAY FOR DETAILS

We should like to know more about the insured Tuition Payment Plan as it would apply to the student at:

Name of School
or College _____

Address
Please contact: _____

Name _____

Title _____

RICHARD C. KNIGHT

INSURANCE AGENCY, INC.
Insured Tuition Payment Plan

38 Newbury Street
Boston 16, Mass.

Labor-Saving Device Offered in Table-Hop

One man can take from storage, set-up and position any number of tables, heavy stage sections or choral and band risers,



or return them to storage, with the sturdily constructed, easy-loading and rolling Table-Hop, which wheels, rotates, pushes or pulls on two side-tread rubber tired casters. Vogel-Peterson Co., P.O. Box 90, Elmhurst, Ill.

For more details circle #853 on mailing card.

Dry-Type Air Filter Is Compact and Light

The new lightweight Dri-Pak dry-type unit air filter has high efficiency, low resistance, compactness and unusual dust-holding capacity. American Air Filter Co., Inc., 215 Central Ave., Louisville 8, Ky.

For more details circle #854 on mailing card.

Royfax Office-Copier Reproduces From Any Color



Reproductions from originals of any color in any form, including pen or pencil, blueprints and hectograph copies, can be made at a rate of up to 100 or more per hour on the new Royal Royfax Office-Copier, which reproduces by the light diffusion process at a cost of only a few pennies for each document. Royal McBee Corp., Westchester, Port Chester, N.Y.

For more details circle #855 on mailing card.

Sit Down Table for Overhead Projector Use

Designed to be rolled up to the side of the instructor's desk, the new portable projector table permits using overhead



projectors in a seated position, for easy reference to notes and teaching materials. H. Wilson Co., 106 Wilson St., Park Forest, Ill.

For more details circle #856 on mailing card.
(Continued on page 106)

Famous Harco "LIFT-LOK" Chairs and Stools



51824

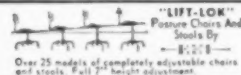
Write, Wire
or Call for
FREE
30 day trial
and details

Over 25 styles
and sizes of
chairs and
stools avail-
able. Equip-
ed with the
famous "Lift-
Lok" mech-
anism.

MATCHING CHAIRS AND STOOLS FOR

ALL HARCO EQUIPMENT
The all NEW exclusive "Lift-Lok" adjustment automatically adjusts the seat for persons of all heights. From its lowest position to the desired height simply lift up seat and seat will automatically lock.

SIMPLE - INSTANT - POSITIVE



Write for Free Catalog and Price List
FULL 12 YEAR GUARANTEE ON
ALL HARCO CHAIRS AND STOOLS

GARRETT TUBULAR PRODUCTS, INC.
P.O. BOX 237 DEPT. CUB GARRETT, INDIANA

COLLEGE Planning and Design Consultants

COLLEGE UNION BUILDINGS

Programming • Planning • Design
Color Studies • Interior Decoration

FOOD SERVICE FACILITIES

Cafeterias • Snackbars • Banquet
and Private Dining Facilities

RESIDENCE HALLS

Consultation • Design
Color Studies • Prototype Rooms
Public Space Planning

COLLEGE BOOKSTORES

Merchandising • Planning
Detailing • Graphics

Write for information
and a copy of ADVANCE,
the KWA quarterly
newsletter.

**KEN WHITE
ASSOCIATES**
INC.



11 Madison Ave., Westwood, N. J.



DON OFFERS YOU-

**Your Money's Worth
or Your Money back**

When you buy food preparation or food service equipment from DON you have a choice from a huge variety of nationally known goods. You get genuine value and satisfaction guaranteed or your money back.

**For Your
University
Center**

EQUIPMENT • FURNISHINGS • SUPPLIES

DON offers you 50,000 different items — everything from toothpicks to ranges — tables, chairs, linen, tableware, silverware, china, glassware, urns, pots, pans, dishwashers, cutlery and whatever else you may need. Only one requisition is necessary.

DON has equipped thousands of colleges and schools as well as orphanages, hospitals, hotels, restaurants and various institutions.

Write for a DON salesman to call to be of most helpful service. Address Dept 5

EDWARD DON & COMPANY
GENERAL HEADQUARTERS—2201 S. LaSalle St.—Chicago 16, Ill.
Branches in MIAMI • PHILADELPHIA

A **QUIET** phoning environment
to place in your **noisiest** areas...

BURGESS-MANNING ACOUSTI-BOOTH



Outside sounds **HUSH** as you walk in
Phone conversations always private

Ideal for Residence Halls, Student Unions, Bookstores, Field Houses. Privacy and sound-quieting efficiency in open booths that allow full ventilation—no stale odors—no hot or stuffy feeling—no glass doors to get out of order.

write for ACOUSTI-BOOTH catalog showing all styles and sizes.



ARCHITECTURAL PRODUCTS DIVISION
BURGESS-MANNING COMPANY

743 East Park Ave.
Libertyville, Ill.

**Hampden
Chairs
can
take it!**



**STURDY FOLDING CHAIRS
... LAST YEARS LONGER!**

NO. 522 TABLE ARM CHAIR

Plastic tablet arm
— at no additional
cost — folds out of
way when chair is
folded



Extra wide, one-
hinged steel seat
and back

U-shaped cross-
bars can't twist or
break

Tubular steel
frame — welded
free construction

Also available, with upholstered or plywood seat.
Folding tables, 30 and 34 inch tops, available
for Contract use.

Whatever the burden, wherever the need, Hampden adult and juvenile public seating chairs give the best service! In quality, style, construction and value, Hampden chairs top the field in every price range. Built for rugged use, they won't tip or tilt... rust-resistant... flat-folding and convenient to store. Hampden chairs give extra value for a thrifty price! **WRITE** for catalogue: Dept. A-6, HAMPDEN, Easthampton, Mass.

Hampden

Manufacturers of:

PUBLIC SEATING • OUTDOOR and JUVENILE FURNITURE • BRIDGE SETS

NOW A NEW DESK LIGHT...



incorporating the famous

Sight*Light®

optical principle!

STUDI LITE Model 0300 . . . designed and priced specifically for universities and schools. Lasting finishes in decorator colors. Designed to use **new** 100-watt or standard 60-watt light bulbs with equal efficiency.

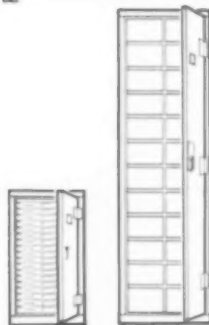
All SIGHT LIGHT models provide an abundance of diffused, glare-free light. They eliminate eye strain and fatigue . . . make study hours more productive!

All SIGHT LIGHTS are U.L. Approved

M. G. Wheeler Co., Inc.

Greenwich, Conn.

The only biology specimen cabinets scientifically constructed for proper protection of valuable collections



- HERBARIUM Cabinets
- ZOOLOGICAL and ORNITHOLOGICAL Cases
- ENTOMOLOGICAL Cabinets
- GEOLOGY and PALEONTOLOGY Cabinets



Write for
catalog and
complete details



AIR-TIGHT
double wall
construction



INSECT-PROOF
foam plastic seals



FUMIGANT
compartments



SPECIMEN STORAGE CABINETS

Chas. J. Lane Corporation Dept. A
105 Chambers Street, New York 7, N.Y.

Please send complete information on Lane Specimen Storage Cabinets.

Name _____ Title _____

School _____

Address _____

City _____ Zone _____ State _____

Color Slide Rule

For Physics Instruction

The new Balinkin-Dwight Filtergraph, consisting of a stationary holder with four filters, four corresponding color-coded



spectrographic diagrams and a slide that moves within the holder, is designed for application in demonstration and lecture at the high school and college physics level. Central Scientific Co., 1700 Irving Park Rd., Chicago 13.

For more details circle #557 on mailing card.

Myco Tri-Poxy Resurfacer

Provides Unusual Durability

A special floor resurfacing product for heavy traffic areas, Myco Tri-Poxy Resurfacer adheres tightly to concrete, wood and even metal floors, is tough and durable, will not support combustion, and once set up, it can be cleaned and cared for like any other hard surface. Masury Young Co., 76 Roland St., Boston 29, Mass.

For more details circle #558 on mailing card.

Map of Africa in Raised Relief

Formed of a new tough plastic, the 45 by 49-inch raised relief map of Africa re-



cently introduced includes the new African nations and shows nearly 1500 geographical names. Aero Service Corp., 210 E. Courtland St., Philadelphia 20, Pa.

For more details circle #559 on mailing card.

Mark III Headset

For Language Labs

Designed to resist tampering and damage, and adaptable to all types of boom microphones, the Mark III is a new model Magna-Twin headset with a frequency



response from 50 to 9000 cps., making it especially suited to language teaching. Telex, Inc., 1633 Eustis, St. Paul, Minn.

For more details circle #560 on mailing card.

Modular Components in Markette Steam Cooker

Compartment Cookers, Steam-Its, 10 and 20-quart tilting kettles and 30 and 40-gallon stationary or tilting kettles can now be combined to meet kitchen requirements with the new modular components in the Markette Steam Cooker line. The Market Forge Co., Everett 49, Mass.
For more details circle #861 on mailing card.

"No Pour" Fluid System For Ditto Machines

Eliminating tank refilling, thus doing away with problems of spilling, waste and clean-up, the new "No Pour" Fluid Sys-



tem feeds directly from the original container for Ditto Direct Process Model D-30, D-31 and 14D-70 Duplicators. Ditto, Inc., 6800 McCormick Blvd., Chicago 45.
For more details circle #862 on mailing card.

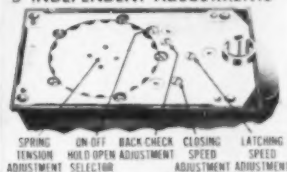
SPI 1801 Professional-Type Microscope for Classroom and Lab

The SPI 1801 is a professional-type, low-cost microscope constructed to withstand continuous student use in the classroom and lab. Southern Precision Instrument Co., 710 Augusta, San Antonio, Tex.
For more details circle #863 on mailing card.

Floor-Installed Door Mechanisms Have Five Built-In Controls

Rixson No. 27 and No. 28 newly designed and engineered floor-installed door

5 INDEPENDENT ADJUSTMENTS



control mechanisms feature five separate built-in door controls, for heavy duty on single acting entrance vestibule, and heavy interior doors, each conveniently adjustable at any time after installation. Oscar C. Rixson Co., 9100 W. Belmont Ave., Franklin Park, Ill.

For more details circle #864 on mailing card.

Gratelite Louver Diffuser in Two by Four-Foot Size

The two by four-foot module Gratelite Louver Diffuser includes Guth 3/8 inch cubes, producing thousands of small cubes, which give velvetized illumination in fixtures or overall ceilings. Edwin F. Guth Co., P.O. Box 7079, St. Louis 77, Mo.

For more details circle #865 on mailing card.

D-Tarnish Cleaning Agent Restores Luster to Silver

D-Tarnish cleaning and brightening agent keeps silverware lustrous and tarnish-free with only a few minutes of soaking periodically. DuBois Chemicals, Inc., Broadway at 7th, Cincinnati 2, Ohio.

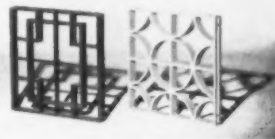
For more details circle #866 on mailing card.

Roof-Top Heating and Cooling With Pre-Wired Sections

Model CRU-801 7½ h.p. roof-top heating and cooling unit has two pre-wired sections, mounted on four-inch channel iron frames enclosed in aluminum panels for easy connection installation. Westinghouse Air Conditioning, Staunton, Va.
For more details circle #867 on mailing card.

Ornamental Grillework Now Offered in Colors

FiliGrille styrene ornamental grillework is now available in a choice of colors



painted in alkyd resin enamels, including standard metallic paint colors. Holcomb & Hoke Mfg. Co., Dept. 127, 1545 Van Buren St., Indianapolis 7, Ind.

For more details circle #868 on mailing card.
(Continued on page 108)

A DOUBLE VALUE!



Model 492

Rastetter Chairs that Fold

What is a bargain? We would define it as, "The receipt of more goods and services than expected for money spent." That is why the purchase of Rastetter Chairs that Fold gives you double value in beauty and SOLID KUMFORT.

The Rastetter Chair is equally at home in your place of business or living room. You have a choice of 22 different models in a variety of styles, finishes and luxurious fabrics. The easy portability makes Rastetter Chairs adaptable for any seating need; and they fold flat, stack flat and store in a minimum amount of space.

Investigate the use of Rastetter Chairs that Fold. Just fill out and mail the coupon today.

LOUIS RASTETTER & SONS CO., 1326 WALL STREET, FORT WAYNE, INDIANA

NAME

TITLE

BUSINESS NAME

ADDRESS

CITY

STATE



Do you wish: ☐ Free portfolio illustrating all models
☐ Consultation and demonstration

**Is Your Student
Food Service
All That
You Could Wish?**

If you have even the slightest reservation about your student food service, now is the time to discuss improvements with a Slater specialist.

Your request will receive our immediate attention.



FOOD SERVICE MANAGEMENT

Now serving 135 schools in 30 states

PHILADELPHIA 46, PA.
Kingsley 5-4600

NEW YORK • BALTIMORE • CHICAGO
ATLANTA • DANVILLE, VA.
SAN FRANCISCO

**College Revenue Bond
Financing with Imagination
and Initiative...**

We can make available to Colleges and Universities the country's broadest and most successful experience in College Revenue Bond Financing

MUNICIPAL BOND DEPARTMENT

**WHITE,
WELD
& Co.**

30 West Monroe Street, Chicago

New York • Boston • Philadelphia
Minneapolis • San Francisco • Los Angeles
Hartford • New Haven

**One-Fold Table
Has Height Adjustability**

Incorporated into the newly designed, easily handled, one-fold table, with or



without benches, is a height adjustability feature which permits maintaining correct elbow-to-seat dimensions for all students. Hamilton Mfg. Co., Two Rivers, Wis.
For more details circle 869 on mailing card.

**Architectural Wall System
Has Neoprene Weatherstrip**

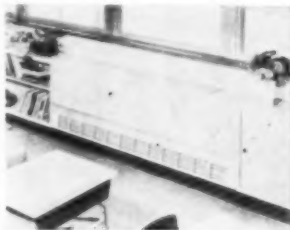
Zipperwall, a revolutionary architectural wall system with a unique manual "zipping" action which hermetically secures infill components of a frame, has structural neoprene weatherstrip. Designed for low-budget construction, Zipperwall affords speed of assembly, heat saving, ease in detailing and facility of installation at minimum cost. The factory



fabricated system of aluminum mullions, panels, windows and adjustable perimeter uses an "H" shaped neoprene extrusion as weatherstrip and as the connector of most structural components. Neoprene gaskets are also used as part of the horizontal members. Kawneer Co., 1105 Front St., Niles, Mich.
For more details circle 870 on mailing card.

**Electric Unit Ventilators
Reduce Maintenance Costs**

The new Model NU series all electric unit ventilators eliminate the need for boiler rooms, pipes and ductwork, and occasional changing of the throwaway, renewable or permanent filters is the only



routine custodial care required. In classrooms, the units are installed along window walls, either individually or in conjunction with draft barrier storage cabinets, and a single control damper assures positive flow of outdoor air for ventilation and cooling. Edwin L. Wiegand Co., 7500 Thomas Blvd., Pittsburgh 8, Pa.
For more details circle 871 on mailing card.
(Continued on page 110)

**3
out of
4
go back**



Howard Hoyle had a heart attack. Here he is, with Grandson Tommy, back at his job.

Most heart attack victims now recover. Three out of four who recover return to productive work because of improved techniques in diagnosis and treatment and better methods of rehabilitation.

Your Heart Fund dollars helped to make this possible.

For medical advice,
see your doctor.
For more information,
ask your Heart Association.
For greater advances
against heart disease,

**GIVE
to your
HEART FUND**



A WHOLE NEW WAY TO CLEAN FLOORS . . . WALLS and hand-dust too with



**Masslinn®
CLEANING
CLOTHS*** and
SWEEPING TOOL

*FIRE RETARDANT &
CONTAINS A GERMICIDE

MASSLINN Cleaning Cloths Are Low in Cost and Easily Disposable

MASSLINN is the Registered Trademark for Chicopee's Non-Woven Fabric

FOR SAMPLES AND INFORMATION WRITE

Chicopee Mills Inc., 47 Worth St., N. Y. 13, N. Y.

DURABLE and SMART furniture



NO. 577
Wall-Saving Side Chair
NO. 576 arm chair to match

Wide assortment of chairs and tables. See your dealer
or write us for our distributor's name.

AMERICAN CHAIR COMPANY

Manufacturers

Sheboygan, Wisconsin

Permanent Displays:

Chicago • New York • Atlanta • Miami • Boston • San Francisco

precious, youthful eye sight **SAFE!**



BEHIND **KERN** NEW, IMPROVED
MODEL

LABORATORY AND SHOP **Safe-Teye GOGGLES**

Not a luxury . . . A NECESSITY!

IN LABORATORY, MACHINE & WOOD SHOP

Meets Federal specifications for optical
quality and impact resistance.

Meets specifications as prescribed in the Purchase Guide
for Programs in Science, prepared by the Council of Chief
State Officers, with the assistance of Educational Facilities
Laboratories, Inc., as prescribed in Section #1815.

What is eyesight worth?

Flying glass and chemicals are an ever-present danger in every school, college and industrial laboratory. The answer to this problem is SAFETY GOGGLES COMPULSORY FOR EVERY ONE PERFORMING AN EXPERIMENT* . . . specifically Kern Laboratory & Shop Goggles because they are designed with the student in mind to give complete protection . . . in machine and wood shop, too! Fit with face-hugging firmness, slip on easily, one size fits anyone . . . and they're attractive, too!

Check these features . . .

- Optical quality, crystal-clear
- Thick impact resistant lense
- Wide viewing surface
- Held securely by adjustable band
- Air cooled thru "fog free" inverted vent apertures
(Lets in air, keeps out chemicals)
- Will accommodate eye-glasses
- Light weight, attractive

ALL these many features at this
low, unprecedented price!

Send for catalog depicting the new, complete line of
Kern Microscopes priced complete from \$12.50 to \$435

KERN CHEMICAL CORPORATION

Laboratory Supply Division
P.O. Box 18765, Los Angeles 18, Calif.

phone
REpublic
1-9346

* From VAN NUYS NEWS Track Star's Eyes Burned In Accident

SEPULVEDA—In an accident in the chemistry laboratory at James Monroe High School, 9229 Haskell Ave., yesterday morning, Frank Dvorak 17, track star of the school, was seriously burned in the eye and face.

Young Dvorak was performing an experiment with other members of the class under the direction of the instructor, Warren McMillan.

He Struck Test Tube

The youth said he got too close to a test tube in which he was heating an acid and alcohol and the fumes went up his nose.

He made a motion to brush the fumes away, struck the test tube and the fluid went into his face.

His right eye, face, and mouth were burned.

\$1.29 each

Catalog No. K-9090

in lots of 72 or more
\$1.19 each

Individually packaged for
protection in storage

Triumph Luminaires Minimize Eye Strain

The Triumph line of fluorescent luminaires, designed for mounting with stand-



ard hangers, was developed especially for classrooms as the light distribution from the fixtures keeps eye strain to a minimum. Westinghouse Electric Corp., Box 2278, Pittsburgh 30, Pa.
For more details circle 872 on mailing card.

Soap Dispenser First in Recessed Line

Models B 310 and B 315 for dispensing soap in liquid and lather forms, the first models in the new Bobrick "Bob-Recessed" line of washroom equipment, help to thwart vandalism through a special keyed lock-cap. Bobrick Dispensers Inc., 1839 Blake Ave., Los Angeles 39, Calif.
For more details circle 873 on mailing card.

Closed Circuit TV System Has "Electronic Blackboard"

The "electronic blackboard" feature of the closed circuit Scan-A-Graph television system permits the instructor to transmit from his desk, to an unlimited number of video monitors or receivers, anything he wishes to illustrate. Television Utilities Corp., Div. of Nord, New Hyde Park, N.Y.
For more details circle 874 on mailing card.

Three-Position Switch Produces Two Light Levels

Two levels of lighting are achieved for single-filament lamp bulbs with the new General Electric High/Low Control, a three-position switch which operates lamps at full brightness in the high position, at 30 per cent brightness in the low position, and turns the lamp off in center position. General Electric Co., Wiring Device Dept., Providence 7, R.I.
For more details circle 875 on mailing card.

Mobile Coffee Dispenser Has Work Table

Easily moved on four large casters, the new Blickman Wheelaway Coffee Dispenser, which can be plugged into any standard electrical outlet, offers table-top



convenience, with practically unobstructed working area, plus storage. The same dispenser can be used for iced tea. S. Blickman, Inc., 536 Gregory, Weehawken, N.J.
For more details circle 876 on mailing card.

Rotary Shower Bath Head Ejects Swirling Stream

An invigorating stream of swirling water is supplied with the revolutionary Rain



Jet Shower Bath Head of chromed brass, which has a rotating, oscillating nozzle. Rain Jet Corp., 301 S. Flower St., Burbank, Calif.
For more details circle 877 on mailing card.

Zen Liquid Cleaner in Polyethylene Bottle

Now supplied in a hand-fitting, lightweight, unbreakable polyethylene bottle with special fluting to prevent slipping, Zen Liquid Vitreous Cleaner cleans, sanitizes and deodorizes in one application. J. L. Holcomb Mfg. Co., Inc., 1600 Barth Ave., Indianapolis 7, Ind.
For more details circle 878 on mailing card.

Acoustical Ceiling Material Has Permanent Vinyl Face

Vinyl Face Travertone, a plastic-faced, completely incombustible acoustical ceiling material, combining beauty of natural fissuring with ease of maintenance, will withstand repeated washing and scrubbing. Armstrong Cork Co., Lancaster, Pa.
For more details circle 879 on mailing card.
(Continued on page 112)

since 1830 makers of furniture for public use



Stacking Chair 4621 with detachable tablet



THONET

THONET INDUSTRIES INC.
One Park Avenue, New York 10, N. Y.

Showrooms: New York, Chicago, Detroit, Los Angeles, San Francisco
Dallas, Miami, Atlanta, Statesville, N. C., Paris, France.

HOW HEAVY IS YOUR TRAFFIC?



For glowing protection
that wears and
wears, use

DOLCOWAX

the lustrous
scuff-resistant
FLOOR WAX no other
water emulsion wax
will outwear

STAYING POWER—Under the daily grind, Dolcowax displays the great staying power that makes it a "champ". Because it keeps its youthful elegance longer, rewaxing is required less frequently.

SPREADS EASILY—LEVELS BEAUTIFULLY—DRIES QUICKLY—Dolcowax forms without polishing, a softly-lustrous film which is safe as well as elegant; bears the UL seal for slip resistance. Also resists moisture.

TREMENDOUS COVERAGE—Averages 2000 square feet per gallon per coat ... Second coats without crawling.

SAVES LABOR—MATERIAL—MONEY—Whether your traffic is heavy, moderate or light, extra staying power means a reduction in the number of waxing operations per annum. Dolcowax gives satisfaction in every department; easier to handle—superior in performance—"tops" in economy.

For detailed information about DOLCOWAX
and other quality floor finishes, write:



*THE growth of our progressive
educational institutions must be
accompanied and supported by
expansion of facilities soundly
planned and designed for econ-
omy, efficiency and adaptability*

CHAS. T. MAIN, INC.

80 FEDERAL ST., BOSTON 10, MASSACHUSETTS

SPECIALIZED ENGINEERING FOR INSTITUTIONS

PLANNING, DESIGN AND SUPERVISION OF
CONSTRUCTION OF TECHNICAL FACILITIES,
AND UTILITY AND SERVICE SYSTEMS



New HOWE Mobil-Matic "12" folds
and rolls away in 3 seconds.

3 seconds ago this conference room did not exist!

You, too, can make a conference room appear or disappear this quickly. All you need is this new HOWE folding table and a little floor space.

Ever increasing costs and constantly changing needs have turned many efficiency-minded firms to multi-purpose space use.

The new HOWE folding conference table, the Mobil-Matic "12," was designed with this in mind. The Mobil-Matic "12" is functional in every detail. It seats 14 comfortably. The counter-balanced spring tension and synchronized action of its patented understructure make it easy and safe to open or fold in just 3 seconds. Folded, the Mobil-Matic "12" is rolled away smoothly on 4" swivel casters. Because it measures just 14" folded, it stores against the wall, barely protrudes into the room.

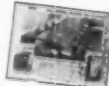
For all its functionalism, the HOWE Mobil-Matic "12" sacrifices nothing in the good looks department. Its top and edge are marproof, patterned Formica. (For those who prefer, an anodized aluminum-edge model is also available.)

To keep the unit bright and fresh-looking, the entire understructure is plated with rustproof Cadmium.

Custom Division

HOWE FOLDING FURNITURE, INC.
1 PARK AVENUE, NEW YORK 16, N.Y.

FREE! Just fill in and mail the handy coupon and you'll be sent illustrated literature free on the Mobil-Matic "12" and other HOWE folding tables. Act now.



Name _____
Firm _____ CUB-101
City _____ Zone _____ State _____



PRINTS HUNDREDS OF COPIES QUICKLY—AUTOMATICALLY!

Just load ordinary paper on the feed table... the Hoyer Conqueror feeds, prints, counts, stacks 110 copies per minute for pennies per run. Prints 1 to 5 colors at one time on thin papers, cards, even newsprint, sizes 3 x 5 to 9 x 15 in. Duplicator manufacturers since 1903, Hoyer has developed many important features others can't match. Nationwide sales and service by 1247 authorized dealers. Fully Automatic Electric Model \$299.50. Hand Operated Model \$214.50, plus tax. Hoyer Inc., 1851 S. Kostner Ave., Chicago 23, Ill.

FREE! Memo Pad with your name on each sheet—Our demonstration by mail

HEYER INC., Dept. 10-61
1851 S. Kostner Ave., Chicago 23, Ill.
Please send my free memo pad and information on the Conqueror Spirit Duplicator. I understand there is no obligation.

NAME _____
SCHOOL _____
ADDRESS _____
CITY _____ ZONE _____ STATE _____



Style DF-550. Portable Checker Rack (illustrated) is 5 ft. 2 in. long; holds 50 coats and hats; goes wherever needed on large, ball-bearing swivel casters. Comes with or without checks and snap-on numbers. Strongly welded of square tubular, heavy gauge and highly embossed furniture steel. Smart in modern baked finishes. Give lifetime service—never sag, crook or sway. 3 ft., 4 & 5 ft. units available, as well as other efficient space saving equipment for every church, school, commercial, industrial and institutional need.

Write for Bulletin CK-16

VOGEL-PETERSON CO.

Rt. 83 and Madison St. • Elmhurst, Ill.

Color Glass Block With Convex Rib Pattern

A new pattern is offered in the color-in-the-glass block line, featuring a smooth



face with convex ribs on both interior faces for light transmission with privacy. Kimble Glass Co., sub. of Owens-Illinois, Toledo 1, Ohio.

For more details circle #880 on mailing card.

Dolanite Floor Finish Available in Free Trial Kit

A free trial kit, containing one pint of Dolanite, a new Polymer Gel Floor Finish which cleans and polishes in one operation and requires no mixing, plus a long-lasting Dolan Drypad, permits trial of the slip resistant, non-yellowing product. Dolan Maintenance Products Co., 805 E. 139th St., New York 54.

For more details circle #881 on mailing card.

Architectural Steel Canopies Provide Weather Protection

Effective weather protection as well as enhanced appearance are provided with the new line of architecturally designed steel canopies introduced by Armco. The canopies are available in a wide choice of



styles and sizes, delivered ready for erection. Armco Drainage & Metal Products, Inc., Middletown, Ohio.

For more details circle #882 on mailing card.

Sectional Floor Matting Is Reversible

Designed for use in commercial kitchens, the new American Counter Step colored vinyl sectional floor matting is highly grease-resistant and completely reversible. American Mat Corp., 1736 Adams St., Toledo 2, Ohio.

For more details circle #883 on mailing card.

Handy Isotope Kit Is AEC License Exempt

Radionuclide Set Model RNS-110, which can now be purchased without a license from the Atomic Energy Commission, contains several long-lived isotopes, a tube of 100 aluminum sample pans, a tracer reagents instruction manual, and other material. Nuclear Chicago Corp., 359 E. Howard Ave., Des Plaines, Ill.

For more details circle #884 on mailing card.

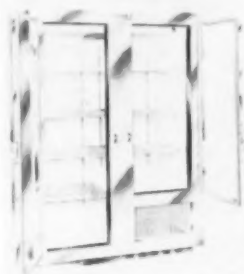
Public Address System In Stereo or Monaural Sound

Useful in the auditorium or on the field, the new 80-watt dual channel series player/public address system for stereo or monaural reproduction of original or recorded programs permits unusually flexible programming as the microphone base and treble tone controls are independent of the tone controls for records, and three mike inputs give left, right and center coverage. Newcomb Audio Products Co., 6824 Lexington Ave., Hollywood 38, Calif.

For more details circle #885 on mailing card.

Glass Door Models Added To Refrigerator Line

Three new glass-door models for self-contained or remote installation have been added to the Tyler Reach-In Refrigerator line in a choice of stainless steel or baked-on white enamel with in-



teriors furnished with chrome plated wire shelves or pan slides. Tyler Refrigeration Corp., Niles, Mich.

For more details circle #886 on mailing card.

19 Additional Patterns in Textolite Plastic Surfacing

Ranging from dark to light colors and from plain tones to wood and marbled effects, the 19 new patterns in Textolite, high-pressure plastic laminate material, sturdy enough to resist damage when used for desk tops, also make attractive and cheerful wall surfacing for corridors, washrooms, food service and entrance areas, and other sections where imperviousness and ease of maintenance are assets. General Electric, Coshocton, Ohio.

For more details circle #887 on mailing card.

Lustro-Ware Refuse-Tainers Have Handle Locks

Positive closure and easier handling of four sizes of Lustru-Ware polyethylene



refuse-tainers is provided with the "Flip-action" steel handle locks. Columbus Plastic Products, 1625 E. Mound St., Columbus 4, Ohio.

For more details circle #888 on mailing card.

Cater Supreme Trays Built for Durability

Designed specifically for resistance to strong acids and for superior strength retention, Cater Supreme trays may be autoclaved and are made of a new bisphenol polyester resin, fiberglass reinforced. Houston Reinforced Plastics Co., Inc., 3215 W. Alabama, Houston 27, Tex. For more details circle ≈ 889 on mailing card.

HeyWoodite Study Top Unit Is Ruggedly Constructed

Rugged construction, uncluttered design, and HeyWoodite solid plastic seat,



back and desk top, with the large diameter tubing reinforced at the bends and points of greatest stress, are features of the new study top unit by Heywood-Wakefield Co., Gardner, Mass.

For more details circle ≈ 890 on mailing card.

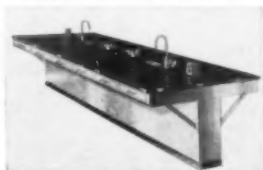
Portable Transcription Player Permits Wide Speed Range

The new Bogen VP 20 Transcription Player, a versatile unit with instant speed change to permit varied selections to be played, combines a full-fidelity 20-watt amplifier and speaker with the Bogen-Presto B50 professional turntable. Bogen-Presto Div., The Siegler Corp., P.O. Box 500, Paramus, N.J.

For more details circle ≈ 891 on mailing card.

Labconsole Tables Have Unobstructed Knee Space

Securely anchored to the floor with all service piping and wiring concealed in



the structural island, yet easily accessible for maintenance, the Metalab Modular Labconsole center and wall tables have unobstructed knee space. Metalab Equipment Co., Hicksville, N.Y.

For more details circle ≈ 892 on mailing card.

SoundScriber Course Taught in Five Hours

The new SoundScriber course, designed to train secretaries in the skills of machine transcription in just five classroom hours, includes students' textbook, instructor's manual and professionally recorded SoundScriber training discs, which enable the student to study at home. The SoundScriber Corp., North Haven, Conn. For more details circle ≈ 893 on mailing card.



Basketball Folding Backstop Has Remote Electrical Operation

The advanced design Porter 100 Line of basketball backstops is available in ceiling attached forward folding, backward folding, ceiling braced and suspended and wall braced models, with remote electrical operation, all ruggedly constructed and strengthened for rigidity with minimum



vibration. Porter Athletic Equipment Co., 9555 Irving Park Rd., Schiller Park, Ill. For more details circle ≈ 894 on mailing card.

Compact Floor Machine for Medium Sized Areas

The new ClarkeAmatic Compact Scrubber-Vac model PS-18BP, designed primarily for use on medium sized floor areas up to 20,000 square feet, picks up dirt and cleaning solution and squeegees-dries floors in an 18-inch swath. Operating on battery power, the five by 18-inch scrubbing head features orbital action and has a special replaceable nylon pad. Clarke Floor Machine Co., Div. Studebaker-Packard Corp., Muskegon, Mich.

For more details circle ≈ 895 on mailing card.
(Continued on page 114)

*23 Years of Specialized Experience
and Service To The Educational
Field in the planning of*

COMPREHENSIVE TUITION PAYMENT PROGRAMS

In association with privately-supported colleges
in 40 states and the District of Columbia.



THE TUITION PLAN, INC.

One Park Avenue, New York 16, New York

Upgrade YOUR Maintenance

with

BAKER Scaffolds



Off-the-floor maintenance is faster, easier with a Baker Scaffold. Fast to set-up, easy to move through doorways, around corners, over desks and obstacles on the floor, a Baker Scaffold saves so much time it pays for itself in a short time. Big, rubber wheel casters guard floors from mars or damage—make moving easy. Platform adjusts quickly to practically any level in 3-inch increments. Accessories add even more adaptability for special jobs. Yet, with all these features a Baker Scaffold can be stored in the same space as a step ladder.

Yes, you upgrade your maintenance with a Baker Scaffold because it is easier to use for the large or the small maintenance jobs. If you aren't using Baker Scaffolds, today is a good time to get the full facts. Why not write for more complete information.



Listed Under Re-examination
Service Underwriters'
Laboratories, Inc.

BAKER SCAFFOLDS

DESIGNED FOR PORTABILITY • BUILT FOR DURABILITY

BAKER-ROOS, INC.

P. O. Box 892, Dept. 2 611 Indianapolis 6, Ind.
DISTRIBUTORS IN PRINCIPAL CITIES

Premiere Vina-Lux Flooring Has Fleecy Cloud Effect

A new manufacturing process developed by Azrock makes possible a fleecy cloud effect which is distributed uniformly over the surface and throughout the full thickness of the Premiere Series vinyl asbestos tile. Azrock Floor Products Div., Uvalde Rock Asphalt Co., Box 531, San Antonio, Tex.

For more details circle 296 on mailing card.

Breeding Mix In Quantity Containers

A new mix, consisting of bread crumbs, milk, eggs and seasoning, is available in five-pound polyethylene lined bags or 50-pound fiber drums for breeding fish, chicken and other meats. Continental Coffee Co., 2550 N. Clybourne, Chicago 14.

For more details circle 297 on mailing card.

Lennox All-Season Ventilator for Classroom Conditioning

The Lennox DVW3-1200 All Season classroom ventilator, designed for installa-



tion in the center of an outside classroom wall, allows precise control of many zones without the use of expensive valves, but with maximum efficiency and reduced operating and maintenance costs. Lennox Industries Inc., Marshalltown, Iowa.

For more details circle 298 on mailing card.

Pre-Sweetened Oat Cereal Has High Protein Content

A new vitamin-enriched oat cereal, with protein content said to be as efficient as that of milk or meat, is a pre-sweetened product, in bite-size, shredded form, called Life. The Quaker Oats Co., 345 Merchandise Mart, Chicago 54.

For more details circle 299 on mailing card.

Telectro Language Laboratory Includes All Accessories

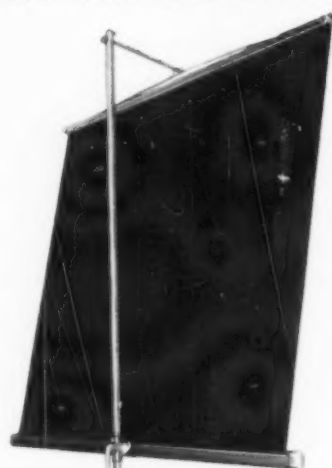
Designed primarily for language laboratory applications, the new Telectro Model TR-922-C tape recorder is adaptable to various methods, features precision balanced flywheel, individual volume controls



and provision for an intercom system, and includes a full line of accessories. Telectro Industries Corp., 35-16 37th St., Long Island City 1, N.Y.

For more details circle 300 on mailing card.

news from Da-Lite®



for regular
or overhead
projection!

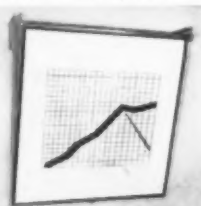
Vidio "A" SCREEN

with KEYSTONE ELIMINATOR

America's finest heavy duty portable tripod screen. New Keystone Eliminator holds top of screen 2" to 18" out from vertical for optically correct overhead projection. Sturdy, simple, easy to use. Only tripod screen that will extend to full square size with case in top position without bowing.

Your choice of screen surfaces... flame and mildew resistant V-3 Mat White or V-4 White Magic Glass Beaded in 50"x50", 60"x60" and 70"x70" screen sizes. Also in 50"x50" size with Wonder-Lite silver lenticular surface. Top quality, heavy duty construction throughout.

New Da-Lite Keystone Eliminator Brackets



Sturdy, inexpensive brackets turn your Da-Lite wall mounted screen into an overhead projection screen. Brackets hold screen case 15" to 24" (adjustable) from wall to provide correctly slanting overhead projection surface.

Write for complete information and name of nearest Franchise Dealer!

Since 1909



Da-Lite Screen Co., Inc.
Warsaw, Indiana

Drawing Table-Desk Combination for Maximum Convenience

A versatile combination from the Stacor Coordinate Group incorporates a "float-



ing board" Drafting Table with Toe-Touch pedals for complete control of board height and angle from a seated position, and a plastic top desk with tool and catalog drawers. **Stacor Equipment Co., 285 Emmet St., Newark 5, N.J.**

For more details circle #901 on mailing card.

Heinz Chef-Size Soups Have Yield Chart on Label

Designed to provide a quick and accurate reference for the dietitian and others responsible for food service, Heinz Chef-Size Soup cans now have a yield chart on the label which gives the number of servings, in three sizes, per can and per case. **H. J. Heinz Co., P.O. Box 57, Pittsburgh 30, Pa.**

For more details circle #902 on mailing card.

Coleo Deodorant Soap Contains TCSA Bacteriostat

Coleo, a high quality, gentle deodorant toilet soap containing a new bacteriostat called TCSA, reduces bacteria and removes offensive odors while cleansing the skin, making its use especially desirable for personnel handling food and utensils. **Colgate-Palmolive Co., 300 Park Ave., New York 22.**

For more details circle #903 on mailing card.

Convenient Table File for Filmstrips



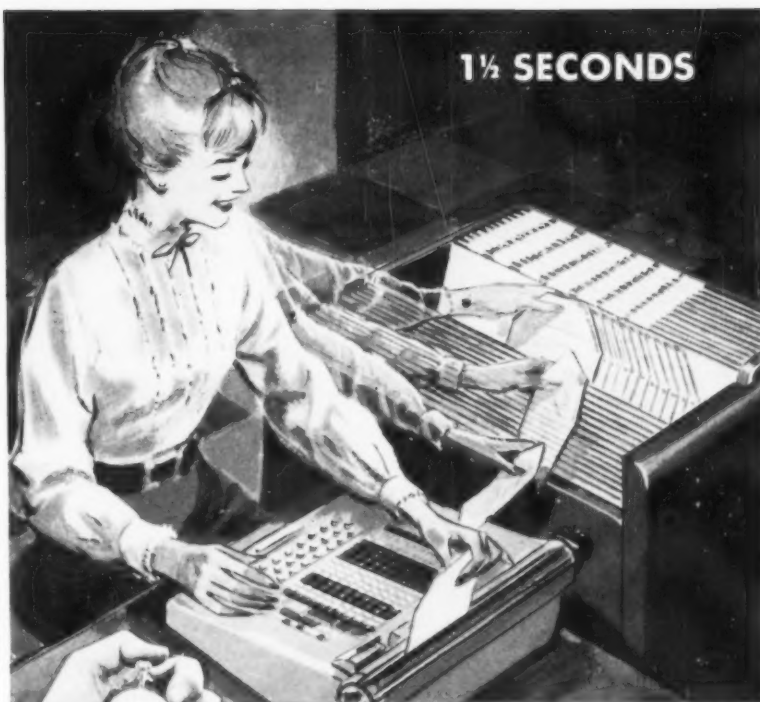
A convenient place to file filmstrips in an organized manner in add-a-units, each holding 40 filmstrips, the Filmstrip Table-File can be placed on one base, or hung on the wall horizontally or vertically. **Jack C. Coffey Co., Inc., 710 17th St., North Chicago, Ill.**

For more details circle #904 on mailing card.

Valclene Fluid for Safe Dry Cleaning

Valclene dry cleaning fluid, based on fluorocarbon, is a non-flammable and odorless Du Pont product developed to clean garments in coin-operated dry cleaning machines in 15 minutes. **E. I. du Pont de Nemours & Co., Inc., Wilmington 98, Del.**

For more details circle #905 on mailing card.
(Continued on page 116)



**VISIrecord's Speed,
Accessibility and Compactness
add up to...**

Greater Savings for Schools

School officials today have a definite responsibility to keep non-instructional costs at the lowest possible levels. VISIrecord systems in schools play a unique role in cutting clerical costs, and better utilizing existing monies.

VISIrecord Speed—means less searching time, fewer lines tied up handling phone inquiries.

VISIrecord Accessibility—one clerk can locate any one of thousands of records in 1 1/2 seconds from a comfortable, seated position.

VISIrecord Compactness—thousands of complete scholastic or inventory records kept in a space-saving desk-high cabinet.

Your VISIrecord Systems Specialist will be happy to show you case histories of other institutions of learning now successfully utilizing VISIrecord, and will be glad to review your record-keeping system at no obligation.

VISIrecord, inc.

375 PARK AVENUE, NEW YORK 22, N. Y.

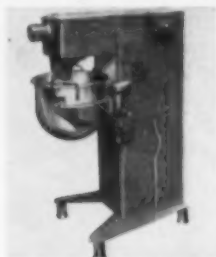


©1961, Visirecord, Inc.

Systems Specialists in Principal Cities

All-Purpose Food Mixer For Heavy Duty Use

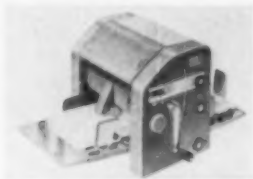
Model MF Univex Food Mixer is a combination 22-quart floor model bowl



and beater, constructed for rugged institutional use in kitchen or bake shop, with casters available for mobility if desired. Universal Industries, 369 Felsway W., Somerville, Mass.

For more details circle 906 on mailing card.

Functional Duplicator Has Interleaver/Collator



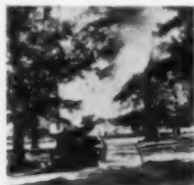
The new Rex-Rotary D 490 duplicator, with easily-operated controls, has special

internal concealed lighting and an interleaver/collator which automatically collates the sheet being imprinted. Rex-Rotary Distributing Corp., 387 Park Ave., New York 16.

For more details circle 907 on mailing card.

Chemical Formulation Protects Against Dutch Elm

A new liquid homogenized spray, Mist Blo 26C-OF, with safe toxicological rating as well as "no flash point," is offered for complete control of dutch elm disease, while supplying a special concentrated



plant food of nitrogen and salts. Chemical Insecticide Corp., 30 Whitman Ave., Metuchen, N.J.

For more details circle 908 on mailing card.

Liquid Bowl Cleaner in Plastic Container

Huntington re-formulated Liquid Bowl Cleaner in a safe, non-breakable, one-quart plastic container, has a pleasant fragrance and a yellowish-pink color and keeps bowls sparkling clean. Huntington Laboratories, Inc., Huntington, Ind.

For more details circle 909 on mailing card.

Stairmaster Safety Treads For Worn, Slippery Stairs

Developed as an easy method for updating worn, slippery stairs, the new Super Stairmaster aluminum safety treads are nine inches wide with a beveled back,



and fit all steps up to 13 inches wide. Wooster Products Inc., 1000 Spruce St., Wooster, Ohio.

For more details circle 910 on mailing card.

Code-Punched Cards Simplify Composition of Listings

Edge Card Punch and Edge Card Reader are now available for the Justo-writer automatic tape-operated composing machine to prepare listings in any



sequence for duplicator or offset printing of records, reference catalogs, library lists and the like. Friden, Inc., 97 Humboldt St., Rochester 9, N.Y.

For more details circle 911 on mailing card.

Oneida Palisade Is Contemporary Silverplate

Palisade table flatware in silverplate has an asymmetric outline in flowing lines for



use with modern decor and tableware. Oneida Ltd., Oneida, N.Y.

For more details circle 912 on mailing card.

Water Drill Hose Feeds and Waters Roots

A new water hose drills itself into the soil at a rate of up to four feet a minute to open a one-inch hole for watering and



fertilizing the roots of trees and shrubs, and may also be used for setting posts. Eynon-Dakin Co., 9900 Freeland Ave., Detroit 27, Mich.

For more details circle 913 on mailing card.

Permanently durable surface



*can be scrubbed,
scoured or honed
without harming
the surface*

ALBERENE STONE

—for 75 years the only permanently satisfactory material for chemical laboratory table tops, shelving, sinks, splash backs, drain boards and fume hoods. Prompt delivery. For FREE literature and technical assistance address: ALBERENE STONE (A DIVISION OF THE GEORGIA MARBLE COMPANY) 386 PARK AVENUE SOUTH, NEW YORK 16, N. Y., DEPT. U.

Improved Product Keeps Silver Bright

Assure, with balanced alkalinity to neutralize food acids and prevent pitting and corrosion, is an improved double-acting product which softens crusted food soil while it detarnishes silver and stainless steel. Economics Laboratory, Inc., 250 Park Ave., New York 17.

For more details circle #914 on mailing card.

Health Test and First Aid Needs Provided in Clinic Cart

A compact, mobile first aid unit on rubber wheel casters, the No. 2018 Clinic



Cart provides maximum storage space behind locking double doors, on shelves that are removable as compartmented steel trays, for first aid in athletic and other departments of the college. Fleetwood Furniture Co., Zeeland, Mich.

For more details circle #915 on mailing card.

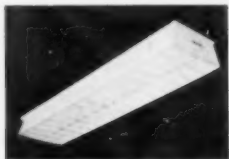
Vivid Colors Added in Natco Tiles

Vivid shades of orange and red are now added to the several attractive colors already offered in Natco ceramic glaze structural clay facing tiles. Natco Corp., 327 Fifth Ave., Pittsburgh 22, Pa.

For more details circle #916 on mailing card.

Decathlon Series 21 Fixtures for Classrooms and Offices

Providing maximum light in the useful zone in classrooms and offices, the new Litecraft Decathlon Series 21 fixtures are constructed of Bonderized cold-rolled



steel, die-formed in four and eight-foot lengths. Litecraft Mfg. Corp., 100 Dayton Ave., Passaic, N.J.

For more details circle #917 on mailing card.

Two Versatile Units Inspect and Protect Film

The improved Inspect-O-Film Model "U" features an all new speed control and braking system, resulting in positive control of operation speed and smooth jerk-free stops precisely where a repair is indicated. Another film unit, the Protect-O-Film, may be installed on the Inspect-O-Film to clean and apply an anti-static protective coating to 16mm motion picture film. Harwald Co., 1245 Chicago Ave., Evanston, Ill.

For more details circle #918 on mailing card.

Compact Systems For School Communications

The new DuKane line of Compact School Communications Systems consists of four models in two styles of metalware, table top and console, each system providing executive two-way communication; audio educational facilities, utilizing a radio tuner or record player, and all-call service in time of emergency. DuKane Corp., St. Charles, Ill.

For more details circle #919 on mailing card.

interior finishes or with stainless steel exterior and porcelain interior, in a choice



of door arrangements and sizes. McCray Refrigerator Co., Inc., Kendallville, Ind.

For more details circle #920 on mailing card.

(Continued on page 118)

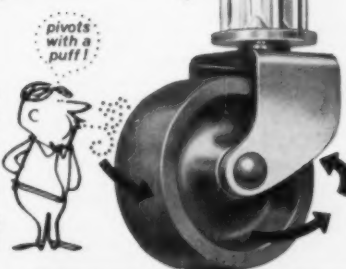


TWO BEDS THAT SAVE YOUR FLOORS!



Harvard Bed Frames

eliminate floor wear and tear. Smooth-turning casters and Rug Runners keep carpets looking new, or "walking glides" protect vinyl, tile and hard-surfaced floors. The secret's in the socket. Our EXCLUSIVE Mobilon Caster Sockets are the only plastic sockets that work. Resilient fluted design won't shatter or crack. Won't bind, squeak or rust. They deliver "ball bearing" action without the extra cost. So cut overhead underfoot. If you can't get by with hammocks, buy Harvard!



SAVE ON BEDDING, TOO!

Harvard's patented Protecto-Caps prevent rail ends from tearing bedding.

Harvard. FRAMES

7619 Grand Avenue • Cleveland 4, Ohio



Literature and Services

• Data on the control of expansion in Northern hard maple and other hardwood floors, resulting from a research project sponsored by the Maple Flooring Manufacturers Assn., 35 E. Wacker Drive, Chicago 1, is available in a nine-page report, "Controlling Expansion of Hard Maple Floors," through the association.
For more details circle #921 on mailing card.

• Seventy-nine cost-cutting ideas to reduce cleaning maintenance costs, including improved methods for handling tedious jobs, and how to rate the efficiency of cleaning methods, are described in a handbook featuring Tornado Series 400 industrial vacuums and prepared by Breuer Electric Mfg. Co., 5100 N. Ravenswood Ave., Chicago 40.
For more details circle #922 on mailing card.

• A revised edition of "Grounding Facts," an eight-page illustrated booklet published by The Arrow-Hart & Hege-man Electric Co., 103 Hawthorn St., Hartford 6, Conn., contains the latest information on National Electric Code requirements.
For more details circle #923 on mailing card.

• "Facilities For Your Science Room" is the title of a new catalog illustrating the "Educationally Correct" line of lecture tables, student tables, demonstration tables, storage cases and other equipment manufactured by the E. H. Sheldon Co., Muskegon, Mich., for science laboratories.
For more details circle #924 on mailing card.

• A comprehensive story of glass and glass-ceramics is told in the revised edition of "This Is Glass," a 68-page illustrated booklet reviewing the history of glass and detailing the basic types of glass, offered by Corning Glass Works, Corning, N.Y. The attractive, colorful cover invites a study of the contents which, in addition to factual information, include exceptional photographs of glass art and a section on Pyroceram, the new glass-ceramic material.
For more details circle #925 on mailing card.

• Tested and proved procedures for stripping, preparing and sealing wood gymnasium floors are described in a 20-page free guide for the care of gymnasium floors prepared by the Holcomb Research Laboratory and offered by J. I. Holcomb Mfg. Co., Inc., 1600 Barth Ave., Indianapolis 7, Ind.
For more details circle #926 on mailing card.

• A series of posters in Spanish, covering common maintenance situations, is offered by the National Sanitary Supply Assn., 159 N. Dearborn St., Chicago 1, to help in teaching Spanish speaking custodians how to do their jobs effectively.
For more details circle #927 on mailing card.

• Three new catalogs are offered by Cutler Metal Products Co., 1925 Pine St., Camden 3, N.J., including a 16-page brochure on Toilet Compartments, Dressing Enclosures and Urinal Screens; a six-page Shower Cabinet Brochure, and a four-page brochure of Cutler Receptors.
For more details circle #928 on mailing card.

• A series of catalogs on its architectural products, available from The R. C. Mahon Co., P.O. Box 4666, Detroit 34, Mich., describes and illustrates steel deck, structural Cel-beam sections, insulated curtain walls and fire walls.
For more details circle #929 on mailing card.

• How communities and school systems can use Television Translators to receive programs from distant educational stations is discussed in a new brochure published by Adler Electronics, Inc., One LeFevre Lane, New Rochelle, N.Y.
For more details circle #930 on mailing card.

• How the "Little Store" school supply dispenser makes supplies available to students and instructors without selling expense is discussed in a four-page folder available from School Supply Service Co., 12801 S. Halsted St., Chicago 28.
For more details circle #931 on mailing card.

Supplier's News

Bally Case & Cooler, Inc., Bally, Pa., manufacturer of refrigerated display cases and walk-in coolers and freezers, announces completion of a new modern steel and concrete building designed to house two special manufacturing operations: the construction of sealed multi-glass units used in the display cases where complete air conditioning, with low humidity and high air filtering are essential; and a new Detrex degreasing system, for processing the steel frames of all display cases preparatory to finishing with rust-resistant coatings.

1908-1962, 54 Years of Monroe Leadership



NO. K-3 TABLE
Finished Mahogany Top—
Stain-Resistant

MONROE FOLDING PEDESTAL TABLES

FOLDING CHAIRS
All-steel. Plywood or padded seats available. Complete line. Direct prices, discounts. See Catalog.



TABLE and CHAIR TRUCKS
7 models and sizes. For transporting, storing. Easy to load and unload, smooth rolling.

Monroe CATALOG in COLORS

REAL PRICE SAVINGS DIRECT FROM FACTORY
Churches, Schools, Clubs, Lodges and all organizations—attention! Direct-from-factory prices on famous MONROE FOLDING TABLES. Unmatched for quality, durability, convenience. Automatic locking legs. 94 models and sizes. Mail coupon today for our new 1962 catalog. Color pictures on full line—folding tables, chairs, portable partitions, table & chair trucks, risers, etc.

MAIL THIS SPECIAL COUPON TODAY!

PLEASE SEND ME YOUR NEW 1962 MONROE CATALOG, WITH FULL INFORMATION ON YOUR DIRECT FACTORY PRICES.

NAME OF CHURCH, ORGANIZATION _____

MAIL TO _____ TITLE _____

ADDRESS _____

CITY _____ ZONE _____ STATE _____

We are interested in (Tables, Chairs, etc.) _____

THE MONROE COMPANY 77 Church St. COLFAX, IOWA

"Custom-Built by Southern"



EMORY UNIVERSITY, Atlanta, Georgia
"Custom-built by Southern" Distributor, Whitlock Dobbs, Inc.

Your nearest Southern Equipment distributor is an expert on food service equipment. Contact him or write us.

SOUTHERN[®]
EQUIPMENT COMPANY

4534 GUSTINE AVE. • ST. LOUIS 16, MO.
EASTERN DIVISION OFFICE: 125 Broad St., Elizabeth, N. J.

INDEX TO ADVERTISEMENTS

HOW TO OBTAIN ADDITIONAL INFORMATION

(1) On products advertised in this issue

(2) On products described in "What's New" in this issue

(1) Information on products advertised:

Each page is numbered or its number indicated on the facing page. On the card below circle the number of the page where the advertisement appears.

Where more than one advertisement appears on a page, indicate the advertisement in which you are interested by circling numbers on the card which are followed by letters indicating position on the page as follows:

T means TOP
B means BOTTOM

L means LEFT
R means RIGHT

TL means TOP LEFT
TR means TOP RIGHT

BL means BOTTOM LEFT
BR means BOTTOM RIGHT

Cover positions are indicated as follows:

IFC means INSIDE FRONT COVER

IBC means INSIDE BACK COVER

BC means BACK COVER

When circling the designation of an advertisement be sure to use the correct page and position.

(2) Information on "What's New" items:

Circle the number on the card below corresponding to the Key number appearing in the item in which you are interested.

Be sure to sign your name and title, with correct address.

	Page		Page
Airkem, Inc.	78	Carrier Air Conditioning Company	32, 33
Alberene Stone, A Division of the		Chicopee Mills, Inc.	109
Georgia Marble Company	116	Clarke Floor Machine Company	9
American Air Filter Co., Inc.	80, 81	Conn Organ Corporation	2
American Chair Company	109	Da-Lite Screen Company	114
American City Bureau	36	Davenport & Son, Inc., A. C.	16
American Gas Association	95	Dick Company, A. B.	91
Augustine Ascending Elm Associates, Inc.	96	Ditto, Inc.	5
Automatic Canteen Company of America	IBC	Dolge Company, C. B.	111
Baker-Roos, Inc.	114	Don & Company, Edward	105
Bassick Company	94	Du Bois Chemicals, Inc.	89
Beckley-Cardy Company	93	Fibersin Plastics Company	IFC
Berry Associates, Inc., Henry	76	Garrett Tubular Products, Inc.	104
Blumcraft of Pittsburgh	25	Gaylord Brothers, Inc.	86
Buckstaff Company	92	Joseph Goder Incinerators	95
Burgess-Manning Company	105	Grinnell Company, Inc.	19

(Continued on next page)

USE THIS CARD — (We pay the postage)

I am interested in the items circled—

October, 1961

ADVERTISEMENTS										WHAT'S NEW							
IFC	IBC	BC	1	2	5	6	7			843	844	845	846	847	848	849	
8	9	10	11	13	14	15	16L			850	851	852	853	854	855	856	
16TR	16BR	17	19	20	21	23	24			857	858	859	860	861	862	863	
25	26	27	29	30	31	33	34			864	865	866	867	868	869	870	
35	36	76	77	78	79	81	83			871	872	873	874	875	876	877	
84	85	86	87	88	89	90	91			878	879	880	881	882	883	884	
92	93	94L	94R	95	96	97	98			885	886	887	888	889	890	891	
99	100	101	103	104L	104TR	104BR	105TL			892	893	894	895	896	897	898	
105BL	105R	106TL	106BL	107	108L	108TR	108BR			899	900	901	902	903	904	905	
109TL	109BL	109R	110	111TL	111BL	111R	112TL			906	907	908	909	910	911	912	
112BL	113	114L	114R	115	116	117	118BL			913	914	915	916	917	918	919	
118BR										920	921	922	923	924	925	926	
										927	928	929	930	931			

NAME

TITLE

INSTITUTION

ADDRESS

ZONE

STATE

INDEX TO ADVERTISEMENTS

(continued from preceding page)

	Page		Page
Hamilton Mfg. Company	97	Plastic Mold and Engineering	94
Hampden Specialty Products, Inc.	105	Plastic Products, Inc.	7
Harvard Manufacturing Company	117	Powers Regulator Company	22, 23
Heyer Corporation	112	Prophet Company	98
Hillyard Chemical Company	101	Rastetter & Sons Company, Louis	107
Hobart Mfg. Company	35	Ric-Wil Incorporated	103
Howe Folding Furniture, Inc.	111	Royal Metal Mfg. Company	87
Howell Company	77	Russell & Erwin Div., American Hardware Corp.	10
Hunter Douglas Aluminum Division	34	Serta Associates	26
Huntington Laboratories, Inc.	11	Simmons Company	6
Insured Tuition Payment Plan	104	Simoniz Company	28, 29
Johnson Service Company	BC	Sjostrom Company, Inc., John E.	17, 18
Ken White Associates, Inc.	104	Slater Food Service Management	108
Kern Chemical Corporation	109	Sloan Valve Company	1
Kewaunee Mfg. Company	14	Southern Equipment Company	118
Kewaunee Technical Furniture Company	14	Steelcase, Inc.	31
Keyes Fibre Company	79	T & S Brass & Bronze Works, Inc.	16
Lane Corporation, Charles J.	106	Taylor Company, Halsey W.	85
Linkletter-Totten Dance Studios	108	Teachers Insurance and Annuity Association	83
Main, Inc., Ches. T.	111	Thonet Industries Inc.	110
Majestic Wax Company	84	Toledo Metal Furniture Company	90
Metwood Manufacturing Company	16	Tuition Plan Incorporated	113
Minneapolis-Honeywell Regulator Co.	12, 13	Vendo Company	24
Mississippi Glass Company	8	VISirecord, Inc.	115
Mitchell Mfg. Company	99	Vogel-Peterson Company	112
Monroe Company	118	Wayne Iron Works	88
New Castle Products, Inc.	20	Wear-Ever Aluminum, Inc.	15
Owens Illinois: Libbey Glass	27	West Chemical Products, Inc.	21
Perfect Photo Identification, Inc.	100	Wheeler Company, Inc., M. G.	106
Pinkerton's National Detective Agency, Inc.	30	White, Weld & Co.	108

(120)

FIRST CLASS
PERMIT NO. 136
CHICAGO, ILL.

BUSINESS REPLY MAIL

No Postage Stamp Necessary If Mailed in the United States

POSTAGE WILL BE PAID BY

COLLEGE & UNIVERSITY BUSINESS

1050 MERCHANDISE MART

CHICAGO 54, ILLINOIS



FOOD FOR THOUGHT



ANTIQUE ?

just about, thanks to Automatic Canteen

Time was when most workers carried a lunch box.

No more—not with Canteen food service on the job.

Now they can get a complete—and completely automatic—food service right where they work. Hot meals, hot and cold beverages, salads, sandwiches, pastry—even soups—any hour of the day or night, at the drop of a coin. In factories and offices, in schools and colleges, in hospitals, institutions, governmental agencies.

A major reason for the increasing

popularity of Canteen food service is the high quality of the food served. And this, in turn, is due to many factors:

Modern test kitchen; master chefs and graduate dietitians; spotless commissaries; high standards in the selection and preparation of foods; most important, *the desire to serve the best food at the lowest possible price to the most people.*

How can you enjoy delicious Canteen food? Easiest way we know is to go to work in an office or plant that enjoys Canteen service . . . or have

Canteen service installed where you work.

NOTE TO EMPLOYERS: Antique in-plant feeding methods can be costly in time as well as money. Canteen offers you a completely modern, completely integrated food service—manual, automated, or a combination of the two. For further information, call your local Canteen representative. You'll find his name listed in the Yellow Pages. Or use the convenient coupon.

CANTEEN MACHINES serve complete hot meals or delicious snacks 24 hours a day.



A C
AUTOMATIC CANTEEN

AUTOMATIC CANTEEN COMPANY OF AMERICA

Food Service Division
AUTOMATIC CANTEEN COMPANY OF AMERICA
Merchandise Mart Plaza
Chicago 54, Illinois

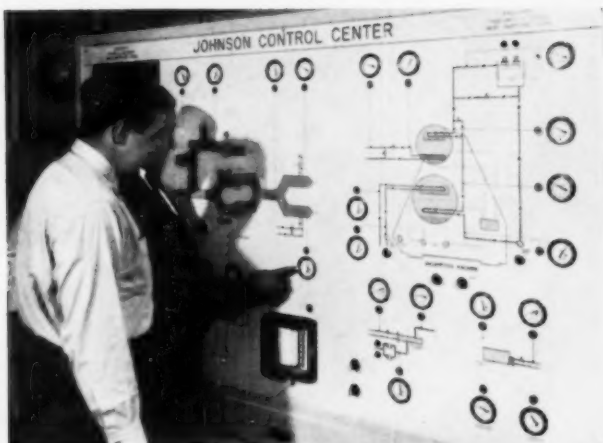
Gentlemen: I'm interested in knowing what Canteen automated food service can do for us. Please send complete information.

Name _____

Address _____

City _____ Zone _____ State _____

Editorial Department
University Microfilms
313 N. First St.
Ann Arbor 13, Mich.



At the new University of Hartford...

it's JOHNSON PNEUMATIC CONTROL

An especially fine example of modern school architecture, the General Classroom Building is the first structure at the new University of Hartford. A community-sponsored project, it is expected eventually to require as many as 20 buildings.

In keeping with today's standards of comfort and efficiency, the General Classroom Building is completely air conditioned. A specially planned Johnson Air Conditioning Control System with *individual room* controls provides personalized, year 'round comfort in every classroom and office.

For centralized supervision of the central fan air conditioning systems and related equipment, there is a Johnson Control Center in the engineer's office. This panel provides continuous visual indication of fan and pump operations and of air and water temperatures at key control points in the system. Selected data can be automatically recorded at the center.

Such precise supervision and control assure a consistently ideal thermal environment for teaching and learning — as well as making possible operating economies that substantially reduce air conditioning costs.

For 76 years Johnson Pneumatic Control has been first choice among leading colleges and universities for buildings of every type and size. When you build or air condition, be sure to investigate the advantages of a Johnson System. Johnson Service Company, Milwaukee 1, Wisconsin. 110 Direct Branch Offices.

JOHNSON CONTROL
PNEUMATIC SYSTEMS

DESIGN • MANUFACTURE • INSTALLATION • SINCE 1885

General Classroom Building, University of
Hartford, West Hartford, Connecticut
Architects: Moore & Salsbury, West Hartford
Consulting engineers: Marchant & Minges,
West Hartford
General contractor:
A. F. Peaslee, Inc., Hartford
Heating contractor:
K. R. Graham, Hartford



